## World News Mandela sees

FT No. 31,212 THE FINANCIAL TIMES LIMITED 1990

**Business Summary** 

**East German** 

deficit may

be DM 10bn

over forecast

East Germany's budget deficit for the second half of this year is likely to be at least DM10bn (\$6bn) higher than expected

thanks to lower tax income

German Finance Ministry.

**EUROPEAN Monetary System:** 

Calls came from Paris and Frankfurt last week for coun-

tries with high yielding EMS currencies - Spain and Italy - to cut interest rates. Both the peseta and lira remained

around around their ceilings

against the weaker EMS mem-bers, but eased against the French franc and D-Mark. The

Bank of Spain is reluctant to cut rates and acted to drain

liquidity in Madrid on Friday.

July 27, 1990

Gulider D-Mark F Franc

D Krone

0 0 0 1% 2% 3%

**EMS** 

GRID

Guilder D-Mark F Franc Irish Punt

ECU DIVERGENCE

000

Limit ECU Parity Day Position

The chart shows the con-

rates. The upper grid, based

on the system's weakest cur-rency, defines the cross-rates

from which only the peseta may move by more than 214 per cent.

The lower chart gives curren-cies' divergence from the central

rate against the European Cur-

PRESIDENT Bush has given

of a US semiconductor equip-

ment supplier to a Japanese

from the American semicon-

ductor industry and some

members of Congress.

the formal go ahead to the sale

group despite strong objections

DEUTSCHE Terminbörse, West

Germany's futures and options exchange, will have to delay

September because of teething

trading on new futures con-

tracts beyond the middle of

problems with new software, the DTB said. Page 15

US Secretary of Commerce.

Mr Robert Mosbacher, has

tried to allay fears among

Hong Kong exporters of grow-

ing trade protectionism in the US. Page 4

WEST Germany's three largest

electricity generation compa-

authorities to modernize and

many's electricity generation

UK mortgage arrears and repossessions have risen dra-

matically since the beginning

of the year, according to a report being prepared by the Building Societies Association.

SWISSAIR, Switzerland's pub-

licly traded national airline, announced a sharp fall in pre-

tax operating profit for the first half of 1990 and stepped

ISRAEL'S hawkish Housing

Minister, Mr Ariel Sharon, presented the cabinet yester-

up its cost-cutting programme.

day with a \$13.5bn five-year programme to provide housing

for the large numbers of Soviet

Jewish immigrants expected

over the next several years.

nies have reached an agree-

take control over East Ger-

ment with East German

industry. Page 12

rency Unit (Ecu).

straints on EMS exchange

and higher expenditure, especially on unemployment, according to Mr Hans Neu-mann, spokesman for the East

#### separate role for S Africa **Communists**

Nelson Mandela, deputy president of the African Vational Congress, distanced timpelf from the South African Conjmunist Party at a rally the ark the public launch of barty after 40 years as a railed organisation. We were, Mr Mandela Sciended the party against allegations by South African President F W do Klerk that it was ent F.W. de Klerk that it was plotting to seize power.

#### **Ex-BCCI** five guilty Five former officers of the Bank of Credit and Commerce International were convicted of laundering \$14m of cocaine profits for Colombia's Medellin

#### drug cartel, Page 2 Mongolians vote

As Mongolians swarmed to choose their first freely elected government, election officers said a third of the one million people eligible had voted after

#### six hours of polling. Soviet economy

The Soviet economy has worsened despite President Mikhail Gorbachev's attempt to transform it along free market lines, with increases in inflation, money supply, the trade deficit, debt and unemployment according to official figures.

#### Looting in Chicago Mass looting and burglaries were reported by police after a fire knocked out a power plant and darkened homes, businesses and street lights

#### across a poor area Chicago. Jordan in Gulf talks King Hussein of Jordan set off for Iraq and Kuwait in the latest attempt by an Arab leader to mediate in the dis-

#### pute between the two countries over oil and land. Page 2 China rejects plan China repeated its rejection

of Britain's plan to give passports to key Hong Kong resi-dents, a day after Mr Francis Maude, UK Foreign Office Minister, wound up a visit to Peking to repair ties. Page 4

#### Algeria poll set

Algerian President Chadli Ben-jedid announced early parliamentary elections for the first quarter of 1991, thus ending weeks of speculation about how long parliament could survive an Islamic challenge.

#### **Armenians defiant** Armenia's parliament defied Soviet President Mikhail Gorbachev by voting to suspend a presidential decree demand-

ing the disarming of all militant groups within 15 days. the nationalist Armenian National Movement said.

#### Walesa attack

Lech Walesa, Solidarity leader and challenger to President Wojciech Jaruzelski, said the president was a symbol of the past, as his supporters stepped up pressure on the former communist leader to resign. Page

#### Cambodia talks

Foreign ministers of the Association of South East Asian Nations (Asean) and its six major trading partners ended a meeting in Jakarta committed to revitalising the Cambodian peace process before a con-troversial decision is taken at the United Nations on who should occupy Cambodia's seat. Page 4

## Iran hostage call Iran welcomed the release of convicted killer Anis Nac-

cache, a pro-Iranian Lebanes guman, from a French jail and renewed its call for all western hostages in Lebanon to be freed. Page 4

Crackdown in Tibet Chinese Communist leader Jiang Zemin has ordered a tough crackdown on Tibet's pro-independence movement.

#### CONTENTS THE MONDAY INTERVIEW



Opinions in Italy are still divided about Franco Nobili (left), raised last year by Prime Minister Giulio Andreotti to the presidency of Istituto per la Ricostruzione Industriale (IRI), the public sector holding com-

Page 15

Businessman's Diary ... 19

Opec turning point: Why last week's oil prices agreement may be historic. Editorial Comment: Fixing the price of oil; An end to the milk cartel Pioneer of the market economy: Oiling the wheels of Soviet capitalism .... Lex: Crossed wires for electricity; Maxwell

The Business Column: A bridge too far for Letters UK Gilts . Monday Page US Bonds .. 18 Unit Trusts 10 Weather .

TOMORROW: The Chemical Industry

Benefiting from a boom in the late 1980s, the chemicals industry now accounts for annual world output of about \$1,000bn. But the outlook for

Malaysia: A buoyant economy provides the setting for a critically important general election **E** AUGUST 29:

Aerospace: The industry is reporting strong growth In civil business, but increasing worries over defence. # AUGUST 31:

Technology Transfer: Many governments are making it a condition of research grants that companies and

## Police try to rescue Trinidad PM

Monday July 30 1990

TRINIDAD police yesterday stormed the parliament buildings in the capital. Port of Spain, in an attempt to free Mr Arthur Robinson, the Prime Minister, and other parliamen-tarians, who were taken hos-tage on Friday night in an

ttempted coup. The Caribbean News Agency reported the attack from Trini-dad, saying that small arms and artillery were used. Thick smake rose from a section of the parliament buildings during the attack, but there was

no word on the condition of the hostages. The storming followed attempts by the country's church leaders to broker a settlement between the Govern-

thement between the Govern-ment and the radical Black Muslim group which attempted the coup. Last night, the talks were still under way.

Mr Yasin Abu Bakr, a former police officer who led the insurrection and claimed to have toppled the Government, had earlier warned that any had earlier warned that any attempt by the armed forces to

intervene would jeopardise the lives of the hostages. Mr Robinson was reported on Saturday to have been shot in the leg when he refused to read out an order to the police, written by his captors, that there should be no interven-tion. Reports that he and other parliamentarians had been

wired to explosives by their captives have not been confirmed.
Under the agreement being worked out by church leaders, it was suggested that Mr Rob-

inson step down and hand over to Mr Winston Dockeran, a cabinet minister, who would call elections in 90 days in the English-speaking Caribbean republic of 1.2m people. For their part, the Black Muslims would be granted an amnesty and provided with an aircraft to fly to Libya, the country to

However, Mr Abu Bakr said yesterday he had no intention of leaving Tripidad. He had Continued on Page 12

which the group is closely linked.

Boris Yeltsin, earlier this month challenged the power of

Gosbank, the all-union state



Trinidad Premier Arthur Robinson: reported wounded

# Bull suffers FFr1.88bn loss as problems grow for computer industry

GROUPE BULL of France, one of Europe's leading computer manufacturers, will today announce losses for the first half of 1990 that are substantially worse than anticipated and which mean that the com-pany is unlikely to avoid an overall loss for the second year running.
The state-owned company

will announce losses of FFr1.88bn (\$340m), FFr880m more than it budgeted for and more than three times the loss for the same period last year.
Its predicament illustrates the plight of mainframe manufacturers world-wide as they try to come to terms with fundamental changes in the computer industry which are hit-ting gross margins and forcing companies to lay off staff and ethink their product lines. The results provide further industrial logic for the take over of ICL, computer division

be signed this morning, the

THE UK Government's plans

to privatise PowerGen ran into further political controversy

yesterday following official

acknowledgement that it might pay a substantial "underwrit-

trial conglomerate. Mr John Wakeham, the

Energy Secretary, said Hanson,

which has emerged as the front-runner in a possible auc-

tion of the electricity generat-ing company, had indicated that it would seek to recoup its

expenses if it made the opening

bid for PowerGen.
He emphasised that the Gov-

ernment had made no decision

on such a payment and dis-missed reports that Hanson

had already suggested it would want a fee of about £15m

(\$27.3m) - I per cent of the estimated value of PowerGen.

He also insisted that, even if

an auction of PowerGen went ahead, he would keep open the

' fee to Hanson, the indus-

By Philip Stephens and Andrew Hill in London

Japanese company will secure 80 per cent of ICL for £740m (\$1.346bn). Mr Peter Bonfield, ICL's chairman and chief executive, is expected to remain as head of the new company and his senior management team

will remain in post. Established US and European companies have been worst hit. In 1989, according to figures from Bull, there was an average fall of 50 per cent in profits from the world's 20 top computer suppliers. The only companies which seem partially immune from

the malaise are International

Business Machines, because of its size and market share, and

the Japanese mainframe com-

Manufacturers are trying to

ever, that some payment could

be made to Hanson prompted criticism among Conservative

MPs and provoked a fierce

attack from the opposition

dent inquiry into privatisations and the establishment of strict

guidelines for such sales. Han-son has traditionally been a big contributor to Conservative

Some government ministers

have privately voiced disquiet that the publicity surrounding the negotiations with Hanson

could threaten the popularity

of the Government's pro-

gramme of asset sales. Hanson, which has been involved in informal negotia-

tions with the Department of

Energy for some weeks, has until August 17 to come up

with a firm offer for PowerGen.

The Government would then

They demanded an indepen-

puter makers, helped by a bouyant home market. The chief cause of the problems for the industry is the speed at which customers are turning away from expensive proprietary systems to cheaper industry standard or "open" of the UK's STC, by Fujitsu, systems which bear signifi-Japan's leading mainframe maker. Under the deal, due to cantly lower gross margins.

might seek 'underwriting'

Labour Party.

Party funds.

align their businesses with the new industrial cost structure but the rate of change is prov-

during the year, Bull acquired the computer division of Zenith Electronics of the US. Bull traditionally generates 60 per cent of its sales in the sec-

chairman said steps to improve the company's trading position would include reducing worldwide employment by about 3,000 in addition to the 2,000 jobs lost in 1989. He was anxious also to eliminate overlap in research and development between the company's European and North American teams and to rationalise manufacturing capacity. Only the nimblest will survive.

Page 10; Eex, Page 12

## ing too fast for most to adjust without hardship. Groupe Bull's sales for the first half of the year were FFr15.9bn compared with FFr14bn for the same period last year. The results are not strictly comparable because

bank, with a resolution seizing control of all its banks. In response, Mr Viktor Ger-aschenko, the central bank chairman, appealed to Mr Gor-bachey last week to overrule ond half of the year. Mr Francis Lorentz, Bull's the Russian Parliament's move, and instructed all banks to continue obeying Gosbank. Mr Gorbachev's decree, published yesterday by Tass, the official news agency, said the existing system for bank loans and settlements would remain in force until the conclusion of a new union treaty binding

republics in a loose confedera-Although it did not mention Russia specifically, the decree accused unnamed republican bodies of taking decisions Front-runner in PowerGen sale which ignored "established

> However, the Soviet leader, who warned on Friday that a split among reformers was the greatest threat to perestroika also announced plans for a joint council to manage the had been told that Hanson would expect reimbursement of its expenses if it agreed to banking system in the interim The council, consisting of Mr leave its bid on the table while the Government sought other offers. He insisted that he had Geraschenko and the chiefs of republican state banks, would work out a common credit and not agreed in advance to such monetary policy and jointly Continued on Page 12 an underwriting fee, but instead would be guided by the

Shevardnadze for IMF, Page 2

#### Shareholders in Gorbachev tries to solve EBRD call on Russian Attali to rethink bank dispute By Leyla Boulton in

PRESIDENT Mikhail THE US and other leading Gorbachev moved yesterday to defuse a row over who conshareholders are pressing Mr Jacques Attali, president-designate of the new European Bank for Reconstruction and trols Russian banks with a compromise decree reasserting Moscow's authority but giving Development, to change his individual republics the right to jointly manage banks on their territory.

The Russian Federation, the largest republic led by Mr proposals for centralising power and for setting up an extensive branch network.

Some shareholders have some shareholders have warned that they may reconsider participating in the bank, intended to assist east European economic reform, if the changes are not before their next meeting in London in

The shareholders were worried by detailed suggestions made at a tense meeting in London earlier this month by Mr Attali, a close adviser to President François Mitterrand of France, which were seen as being against both the spirit and the letter of the general structure for the bank agreed in late May after lengthy negotiations.

The dispute is both about the style of Mr Attali's management and about the direction of the bank, which, with an initial capital of \$136n, is also intended to aid the east European private sector. Officials in the Bush Admin-

economic ties and . . . the istration hope these "very lasting interests of the entire unfortunate" problems are unfortunate" problems are temporary and are seeking clarification from Mr Attali. who is on holiday. But US officials say that.

unless these questions are resolved, existing strong oppo-sition in Congress may make it more difficult to pass the necessary legislation authorising US involvement. Hence it is possible that the US, with a planned 10 per cent stake, may not join the bank.

According to one non-US participant at the London

meeting, Mr Attali irritated representatives of member gov-ernments by his attitude to

questions. At one stage he apparently said he did not deal with bureaucrats but with prime ministers, with whom any problems should be raised. He hinted that if the shareholders did not like his plan he would

resign.
The US and other shareholders, including Japan and some European ones, believe that Mr Attali is departing from the agreed framework in concentrating power upon himself as president rather than leaving authority for approving policy and loans with the board of executive directors from mem-ber shareholders, as happens with the IMF and World Bank. Consequently, US officials have described as "patently unacceptable" Mr Attali's proposal that the agreed plan to have resident executive directors should be deferred for two

There is also concern that the earlier agreement that the senior vice-president, Mr Attali's deputy, would be an American has not yet been resolved, although discussions are continuing with Mr Ernest Stern, a senior vice president of the World Bank. The other main worry

SANCE OF THE PARTY OF THE PARTY

about Mr Attali's proposal to set up branches throughout eastern Europe. A US official said this risked repeating the mistakes of other regional multilateral development banks which had set up such branch networks, creating an incentive just to pump money out. Instead, the critics would like to see a business plan for the bank's lending policies agreed first.

#### invite other industrial groups to offer a higher price. GEC is among several large companies option of rejecting all of the bids and floating the company cost of cutting the workforce on the stock market. The acknowledgement, howwhich have expressed interest. Mr Wakeham said that he by about 1,000. Lex, Page 12

BRUNO KREISKY, Chancellor of Austria for 13 years and for long one of Europe's most influential politicians, died yes-terday at 79.

He was the first postwar leader to give Austria a more important standing in international counsels than his country warranted. As a diplomat and Foreign Minister in the 1950s and 1960s, he was one of the pacemakers in the search for a relaxation of tension in

Austrian statesman Kreisky dies Although of Jewish extraction, he also became a welcome visitor to Arab countries and helped to prepare the way for European initiatives seeking to resolve the conflicts of the Mid-

A Socialist from his youth, he was imprisoned in the 1930s both by the Austrian fascists and then by the Nazis before escaping to Sweden in 1938. In the 1960s he moved the breaking with the traditions of so-called Austro-Marxism. His reward came in the elections of 1970 and 1971 which made him Chancellor first of a minority government, then of one com-

advice of the merchant banks handling the sale.

dismissed any suggestion that Electricite de France, the

French state-owned industry

company, might buy Power-

Gen. He said the Government

had no intention of selling the the generator to a nationalised

industry and would take full

account of its competition rules into any privatisation.

PowerGen will tomorrow announce its results for the year to March 31, its last fig-

ures in the public sector. The group is expected to report a loss of £70m or £80m, after var-

ious provisions including the

Meanwhile, Mr Wakeham

manding an absolute majority. Under his reign Austria advanced to join the world's rich countries. The slow-spoken, often seemingly absentminded Chancellor grew into a father figure and was referred to, half in grudging admira-tion, as "Kaiser Bruno,"

Obituary, Page 2

FT SURVEYS THIS WEEK

AUGUST 9:
Singapore: The city state's
25th anniversary provides an
opportunity for celebration
and for reflection.



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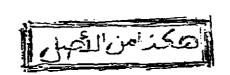
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#### INTERNATIONAL NEWS

# Moscow ready to join IMF after 45 hostile years

By Leyla Boulton in Moscow

MR EDUARD Shevardnadze, the Soviet Foreign Minister, has confirmed that Moscow is ready to join the International Monetary Fund (IMF) after 45 years of hostility towards the western world's most powerful financial institution.

"Our country regards mem-bership of the IMF as a logical continuation of its policy of wider involvement in global economic cooperation," he told Mr Michel Camdessus, the IMF's managing-director, according to Tass, the official

news agency.
Mr Shevardnadze said that the Soviet Union had rejected advice from its own economists back in 1945 that not joining the IMF would isolate the

Tass said that Mr Camdessus, on a three-day visit to Moscow to draw up a report on the Soviet economy, had reacted favourably to Mr Shevardnadze's approach at a meet-

Mr Stanislav Asekritov, dep-uty head of the government's economic reform commission. World economy.

The Washington-based organisation offers balance of

said on Friday that Moscow saw the IMF report as a first step to membership now that "political barriers" had been

The IMF chief also met Mr Nikolai Ryzhkov, the prime minister, during unprece-dented consultations with the Kremlin leadership, as well as a host of senior economic figures such as Mr Viktor Geraschenko, the chairman of the

Soviet central bank. "The Soviet Union attaches great importance to developing relations with international financial and credit institu-tions, especially with the IMF." Mr Ryzhkov was quoted by

The IMF study, requested by the Houston summit earlier this month, could unleash large-scale western aid for Soviet efforts to adopt a mar-ket economy. Mr Ryzhkov sald that his government's eco-nomic reforms would help integrate the Soviet Union into the

payments assistance to mem-ber countries which implement structural adjustment programmes prescribed by it. Until recently however. Moscow has viewed the IMF with deep suspicion, as a bastion of capitalist economics.

• The Soviet Union's foreign debt now stands at Rbs36bn (\$59.9bn), according to Mr Ste-pan Sitarian, head of the State Commission for Foreign Eco-

nomic Relations. This is up from the figure of Rbs34bn cited by the government earlier this month. Armenia's parliament has defied President Mikhail Gorbachev by voting on Saturday to suspend a presidential decree demanding the disarming of all militant groups within 15 days, a nationalist group said yester-

In neighbouring Georgia, authorities began evacuating several hundred of the 25,000 train travellers stranded by protesters who have blocked rail lines to press for registra-tion of political parties.

## **OBITUARY: BRUNO KREISKY**

# Austrian Chancellor who brought his country out of its postwar shell

ALTHOUGH it is hard to remember it now, there was a time when three of the most influential politicians on the European stage were Olof Palme, the Swedish Prime Minister, Willy Brandt, the West German Chancellor, and Bruno Kreisky, the Chancellor of Austria. Palme was assassinated: Brandt has survived to see his dream of a Germany united by peaceful means coming true; Kreisky died yesterday at the

The three had in common a desire to press ahead with detente when Europe was still in the grip of the cold war, a commitment to social democratical democratical desired to the cold war. racy born partly of a dislike of communism, and shared mem-bership of the Socialist International. All of them in their time presided over successful economies, and Kreisky was credited with some of the felicities of the "Austrian Model." which provided economic growth, low inflation and

social harmony.

Kreisky was the first postwar leader to give Austria a more important standing in international counsels than his country warranted. As a diplomat and Foreign Minister in the 1950s and 1960s, he was one of the pacemakers in the search for a relaxation of tension in Europe. Although of Jewish extraction, he also became a welcome visitor to Arab countries and helped to prepare the way for European initiatives seeking to resolve the conflicts of the Middle

Bruno Kreisky was born into a middle class Moravian family in Vienna in 1911. He was a

1930s he was imprisoned both by the Austrian fascists and then by the Nazis before escaping to Sweden in 1938. His political star rose after

the general election of 1966 when the conservative Austrian People's Party won an absolute majority and termi-nated the coalition with the Socialists which had governed the country since the end of the war. Deprived of the For-eign Ministry, Kreisky became ider of the Socialists the fol-

lowing year.

Once in charge, he moved the party towards the centre, breaking with the traditions of so-called Austro-Maxism. His reward came in the elections of 1970 and 1971 which made him Chancellor first of a minority government, then of one com-manding an absolute majority. Against all predictions, he maintained that majority in successive elections over a

The slow-spoken, often seemingly absent-minded Chancellor gradually grew into a father figure. He was generally referred to, half in envy. half in grudging admiration, as Kaiser Bruno.

Under his reign Austria advanced into the world's rich countries, outstripping Britain in GDP per head. The country also weathered the recessions set off by the two oil shocks of the 1970s with minuscule unemployment. That was regarded by Kreisky - and others - as one of his greatest achievements. The Chancellor, whose early manhood coincided with the great depresabout his determination to

keep down unemployment,

almost whatever the cost Inside and outside Austria the process became known increasingly as the Austrian Model It depended heavily on close working relations between the "social partners" - management and the trades union leaders.

Possibly the economy was also sheltered by being close to West Germany: the aim was usually to keep the Austrian Schilling in line with the D.Mark D-Mark.

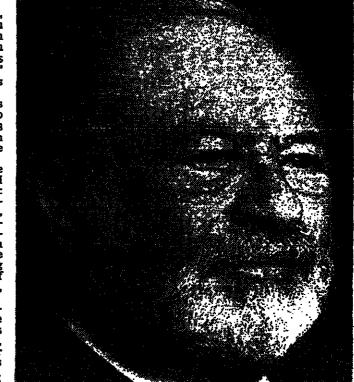
There was, however, a price to pay. Austria became saddled with a growing budget deficit-there was widespread feather-bedding in the state industries, suppressed inflation and difficulties with the current external account. There was also a series of scandals, one of the most notable of them involving young protégé and Minister of Finance, Dr Hannes Androsch, who had to resign in 1981.

Although some of the scan-dals involved corruption, there was no hint that Kreisky was involved himself. Nevertheless, his later years as Chancellor was neither as happy nor as successful as his earlier ones. He finally left office in 1983 when his party failed to retain its absolute majority in the general election

The immediate verdict in Austria was that - like Janos Kadar in neighbouring Hungary - he had stayed too long, and in doing so had created problems both for the economy and for his own party. That view is probably correct. For a time the Austrian Model became discredited as Kreisky's successors were left to deal with some of the excess - for instance, in the state

Europe's cross-border partners increasingly

find the protection of a legal umbrella



Bruno Kreisky: gradually grew into a father figure

industries - had created. The former Chancellor was also much criticised in the business community for hav-ing given too much time to foreign affairs and seeking an international role for Austria beyond its station. Possibly his sympathy for Arab causes left a residual resentment in some

For the most part, however.

viewed with personal affection. He kept up his work with the Socialist International and his range of international contacts. Historically, he will be seen as the man who did more than any other to bring Austria out of its postwar shell onto a wider stage. The country's approaching membership of the European Community would have been almost

## **Bankers** convicted in drugs case

By Tom Brennan, Tampa, Florida

FIVE FORMER officers of the Bank of Credit and Commerce International were convicted on Sunday of laundering \$14m of cocaine profits for Colombia's Medellin cartel.

The convictions came after seven days of jury delibera-tions and end a six month trial. In addition to the conspiracy charges, the bankers were also convicted of specific acts of money laundering ranging en three and 20 offences Also convicted was a Colombian aircraft broker reputed to be a top lieutenant in the Med-

No sentencing date has been set but the defendants face between 20 and 30 years without parole under US sentencing guidelines.

The bankers accepted their fate with stone faces showing no emotion, but their families and friends in the audience openly sobbed and wailed as they were taken down in the

court room. The bankers had been under house arrest at a Tampa condominium since their arrest in October 1988. But the judge ordered them to be taken into immediate custody after the guilty verdicts were announced.

Prosecutors claim the convictions were a significant vic-tory in the nation's war against drugs.

"The US takes drug trafficking seriously and if you violate the law you will go to jail no matter if you're a banker wearing a grey suit or how much money you have behind you," said prosector Mark Jac-The bank's board of direc-

tors, in a statement from its London offices, said it sympathised with the families of its former employees but that their actions were against writtheir actions were against writen bank policies.

Two BCCI subsidiaries pleaded guilty in January to laundering the \$14m cocaine

proceeds and forfeited that amount plus \$1m in interest to the Government. It is the nation's largest criminal pen-alty for a bank caught dealing

#### Low interest in Hungarian poll

HUNGARIANS voted yesterday in a referendum on how the country should elect its president but the turnout looked like being low because of dis illusionment with post-communist politics, Reuter reports

from Budapest.
At issue is whether the president should be chosen by direct election. This requires a turnout of over half the 7.85m

Four of Hungary's six largest parties opposed the referen-dum and public apathy was expected to deal the ex-communist Hungarian Socialist Party one of the main advocates of a direct presidential elections its second polling booth blow in eight months.

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#### **Kurds killed** in clashes

CLASHES between Turkish security forces and separatist Kurdish guerrillas left about 30 people dead over the weekend in Turkey's troubled south-east, Jim Bodgener reports from Ankara.

There were at least five sep-arate gun battles. Most of the dead were insurgents of the Party (PKK), which is fighting for a separate state. Mr Abdulkadir Aksu, Tur-

key's Interior Minister, reiterated that the involvement of hostile countries has been one of the main causes of the insurgency, which since August 1984 has claimed nearly 2,500 lives. Syria has repeatedly been singled out.

May.'89 108.3 107.2 109.7 116.4

previous

+7.2% +1.5% +2.0%

## Pressure put on Jaruzelski to quit

By Christopher Bobinski

MR LECH Walesa, the Polish Solidarity leader, said yesterday that President Wojciech Jaruzelski was a symbol of the past, adding to pressure from nearly 100 senators and deputies for the former communist leader to resign.

"Can we say we have finished building democracy in Poland if we still have a president from a different epoch?" Mr Walesa asked members of his Citizens' Committee.

The Committee has beined spearhead democratic changes in Poland.

The parliamentarians had called for Gen Jaruzelski to quit in a letter initiated at the weekend by the Centre Agree-ment, a right-leaning Solidarity faction which wants Mr Walesa elected president in the autumn by the 560-strong

Gen Jaruzelski replied with a letter which was read to parliament, in which he said he would make his intentions known once there was debate on the timing of both presidential and parliamentary elections.

Such a parliamentary debate is being mooted for the middle

The Centre Agreement, which is critical of the present government, is urging that parliamentary elections be held soon after the presidential bal-

The present parliament, which has another three years to run, was elected last summer under an agreement with the then ruling Communist Party reserving it 33 per cent of the seats.

Democratic Action, the rival Solidarity faction which aims to block Mr Walesa's candidacy for president, held a founding congress in Warsaw at the

The movement, in which Mr Adam Michnik plays a prime role, is urging a presidential election but is loath to speed parliamentary elections. It supports Mr Tadeusz Mazowiecki, the prime minis-

#### Tim Dickson looks at the growth of European Economic Interest Groupings JOINT venture between small busi-A between sman bearing, nesses in Belgium, develop Britain and Ireland to develop the European Community mar-ket for technology-based train-ing systems, a Franco/German/ Dutch/Italian partnership of economic institutes to pool the benefits of research; and a 14company European consortium to promote high definition tele-

These very different projects, announced in the last six weeks, have more than just their transnational character in common. They are all examoles of the European Economic Interest Grouping (EEIG) which came into being just over a year ago to provide a legal instrument for facilitat-ing cross-border co-operation

in the run-up to 1992.

The EEIG - or GEIE, EESV and EWIV as it is known to cronym addicts in France, the Netherlands and Germany - is designed to allow participants from at least two EC countries to combine some of their activities and develop new ones within a flexible structure freed from the often insupera-ble obstacles of national law.

Open to companies, firms, partnerships, individuals and bodies "carrying on an economic activity in the EC", the EEIG preserves the economic and legal independence of each of its members' businesses. It is less ambitious than the planned European Company Statute, yet to be agreed by EC governments, which is intended as a vehicle for merging and reorganising compa-nies across national frontiers. Inspired by the French Grou-pement d'Intérêt Economique

a vehicle dating from 1967 and used most famously by the European Airbus consortium the EEIG is helpful as a means of sharing costs and risks rather than sheltering profits from national authorities. In some cases, it can even involve tax drawbacks.

However, interest in the EEIG appears to be picking up. Though it is too early to mea-

sure the commercial results. the numbers and variety of ventures are starting to look impressive. The European Commission says about 85 dif-ferent projects have been established More than half are in commercial activities like marketing, purchasing and import/export, 12 are in services ranging from audiovisual and transport to professional training and the financial sector. and 14 consist of groupings of professionals like law firms Only five are so far classified

as "industrial". The list is eclectic, if not eccentric. It features the European office of Soviet car importers; European Procurement Agents, which includes the Crown Agents in the UK and has been set up to supply services to public sector markets; and the Barcelona-based Independent Paint Companies Europe whose aims include research and development and buying raw materials for making industrial paints.

The razzamatazz surrounding the launch in Strasbourg month of Vision 1250 two European Commissioners and a host of MEPs were on hand to give their blessing to the HDTV venture, which starts with Ecul2.7m (£8.29m) of support from the EC budget

is welcome in Brussels for the publicity which it gives the

EEIG idea.

But the decision of Epic Interactive Media Company of Brighton, UK, Lang Learning Systems of Brussels, and Mentor Training Services of Dublin to set up European Partners in Communication (EPIC) in mid-June is equally encouraging for enthusiasts of the cross-border approach.

Each of these small compa-nies, which together employ fewer than 30 people, is a pio-neer of computer-based and interactive video training systems. They count large organisations like IBM, British Telecom, the European Commission, Ford, Volvo, Jaguar and Shell among their clients. According to Mr Bruce Lang of



THE EUROPEAN **MARKET** 

Lang Learning Systems, the EEIG should enable members to offer an increasingly pan-European support service to customers, as well as co-ordin-ating some of the activities of a yet to be formed joint com-

"We chose the EEIG structure as a sort of piggyback step so we could announce that we are all working together," he explains. "In our industry there are a lot of small companies and individuals scattered around the continent trying to interest large businesses in technology-based training. We often meet them at conferences but with the EEIG we hope we can offer them a legal umbrella which will provide credibility and utilise a wide range of resources without forcing people to commit equity or put a lot of money up front."

This idea of a European net-work also inspired the creation of ERECO (European Economic Research and Advisory Consortium), which consists of national economic institutes based in Munich, Paris, Bologna and Rotterdam. The four partners say they have clubbed together "to provide a solid and permanent foundation for their European studies particularly in economic forecasting, sector analysis, market research and regional develop-ment". They even claim to offer each other a "global reach" through the members'

offices in Montreal, Tokyo and South East Asia. Books can be filled with the ins and outs of EEIGs - indeed one is hot off the presses any time now\* - but there are several key points to be kept in mind. A grouping is a European

egal entity which can enter into contracts, own property in its own name, sue and be sned It can be used for almost any purpose ancillary to the business and activities of its members, but the activity must be one previously carried on by its members. Restrictions prohibit an

EEIG from being general manager for activities like personnel. finance and investment, from holding shares in a member, from employing more than 500 people (though there is no limit on employment in the member firms) and from being a member of another grouping.
Mr Patrick Kelly, an EEIG expert at London solicitors

Laytons, says there are three areas in which the structure is likely to be used: "low risk" agency run businesses like lawyers, accountants, PR com-panies; "high risk", high value projects such as equipment financing and big construction projects; and "low risk horizon-tal groupings" within legal groups of European companies which might provide common transport or research and development services on an

EC-wide basis.

Among the advantages are flexible forms of funding. Members do not have to put up capital but can finance operations through subscriptions or borrowing. Another attraction is that the liabilities of the grouping can be carried off balance An important disadvantage,

Mr Kelly points out, is that the EEIG does not easily fit into EC tax systems, an area where - like competition and social policy - it is subject to national laws.

"People are not overly excited about the tax implica-

tions," he says, explaining that profits are apportioned to each member and taxed under the rules of the home country. "Nobody is sufficiently confident that the authorities in each country will always accept this arrangement and there are worries that some member states may demand more tax. For low-risk projects such as a group of southern to sell their output in northern Europe I would advise that the EEIG act as a broker or agent rather than a principal, so that the profits are made in the hands of the members."

Another drawback is that the participants in a grouping have joint and several liability - the same sort of risk as in a UK partnership. But this is only a disadvantage by com-parison with a limited liability company.

European Economic Interest Groupings, commercial, legal and lax considerations. Jordan

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# **FLYING OFF TO GATWICK?**

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A SERVICE FROM AIRPORT INFORMATION RADIO - TO LISTEN IS TO KNOW

A COMPROMISE plan to tighten regulation over stock index futures, a hedge on prices, now looks likely to go ahead. The Bush Administra-tion has been forced to back down on its proposal to shift jurisdiction from the Commod-ity Futures Trading Commis-sion (CFTC) to the Securities and Exchange Commission

Mr Nicholas Brady, the US Treasury Secretary, has argued for a single regulator, the SEC, over both stocks and stock over both stocks and stock index futures as he believes they form a single market and split supervision is likely to

split supervision is likely to produce greater volatility. However, the Chicago-based futures markets and the CFTC, their regulator, mobilised sufficiently strong congressional opposition to Mr Brady's proposal among agricultural and mid-western senators and representatives to make it increasingly molikely to see

ingly unlikely to pass.

The compromise falls well short of a single overall regula-tor but achieves some of the Treasury's objectives in that the Federal Reserve will be given authority in laying down guidelines for the setting of margins, that is deposits which

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must be put up for stock index future contracts. The Fed already has that authority over stocks. A complaint has been that differences in margin levels have increased the poten-tial for market volatility, and the Fed will be able to ensure co-ordination of margins in both markets. However, the CFTC will retain overall super-

rivals, will be required to co-or-dinate enforcement, clearance

change the existing law which requires that any financial instrument with an element of a futures contract has to be traded on a futures exchange and regulated by the CFTC. This would now be modified so that new hybrid instruments combining elements of a futures contract and stocks can also be traded on stock exchanges and therefore regu-

lated by the SEC.
The final form of the com-

## Venezuela brings petrol prices more into line

By Joe Mann in Caracas

VENEZUELA has ordered 2 modest increase in the domes-tic prices of petrol and will raise prices further on a monthly basis until the end of

The new prices, rejected by the political opposition and by the Government's own political party, Democratic Action, are in line with the administration's efforts to rationalise the domestic prices of refined petroleum products, which are still far below world

The move also reflected a commitment to the International Monetary Fund, made visory responsibility for index futures.

Moreover, the CFTC and the SEC, which have become open and market-breaking mecha-

The proposal would also

## promise has yet to be agreed and it is likely to be added on to pending legislation re-au-thorising the CFTC.

when the government of President Carlos Andres Perez initi-ated a three-year Extended

Arrangement early last year. The Government has delayed raising domestic petroleum prices in part because a large increase in February 1989 led to protests and rioting that left around 300 persons dead.

The Government raised the

price of high grade petrol by 9 per cent per litre. However, a recent decline in the value of Venezuela's cur-rency, the bolivar, means that

# Oil price move could prove turning point for Opec

Iraqi military threats to its neighbours have brought a sudden change of mood, writes Steven Butler

AST Thursday the Organisa-tion of Petroleum Exporting Countries looked set for another long, gruelling meeting in Geneva before members could agree a production accord for the second half of the year. Mr Issam al-Chalabi, Iraqi of the year. Mr Issam al-Chalabi, Iraqi
Oli Minister, who normally bustles
with energy, looked drawn and haggard. He had failed through two sleepless nights to convince other Opec
members to lift the Opec reference
price to \$25 a barrel, but showed no

venezuela meanwhile was holding out implacably for \$20. By midday Friday, however, a compromise was stitched together when all Opec members agreed to \$21 a barrel as a target price, to be achieved by restricting Opec production to 22.491m b/d. It was a victory for moderation, although the six-month Opec production accord is a clumsy instrument next to a market which changes gear rapidly. The new strategy also depends on rising

demand in order to work, and could be upset by a recession.

But the meeting could mark an his-toric turning point for Opec. For the past four years Opec has kept oil prices low in a successful effort to regain some market share that it lost in the early 1980s, when it priced itself out of the market. On Friday it

turned its efforts to lifting revenues by increasing the oil price. It also marked the first meeting in years in which there was real conviction that Opec members would stick by commitments to limit oil output to

an agreed production quota.

The mood in Opec has shifted suddenly because of Iraqi military threats against Kuwait and the United Arab Emirates, whose violations of Opec quotas drove down world oil prices and encouraged other Opec members to overproduce as well. Iraqi intentions are unknown, but most analysts believe Kuwait and the UAE are unlikely to test them soon.

Kuwait strongly favours low oil prices to stoke demand. It could seek to achieve this as soon as it perceives the threat to it receding. Venezuela - well out of Iraqi bombing range - has also registered strong opposition to high oil prices and could be in posirmine any accord.

Still, Friday's agreement was the result of a coalition of interests between the most powerful Gulf countries - Saudi Arabia, Iran and Iraq. Most analysts believe this is not a temporary arrangement. Iraq failed to convince other Opec members to move immediately to \$25 a barrel, which most felt unrealistic. However it was Iraqi militancy which set the stage for any increase at all.

stage for any increase at all.

Opec lifted its target price above \$18 a barrel for the first time in four years even though market prices have been \$4 below this level for much of the past quarter. Lifting the reference price has no immediate implication

for oil markets. This does not mark an official price at which Opec mem-bers are bound to sell oil. It indicates a price Opec hopes to achieve by con-trolling production levels.

World oil stocks are the highest since the early 1980s and analysts are divided over how quickly oil prices will rise following the enormous leap since the start of July. Some expect prices to fall in the near term before transing up by year and None the less turning up by year-end. None the less Opec plainly has the means to achieve \$21 if it can muster enough produc-

For the first time Opec has set up a formal mechanism linking its oil production ceiling to prices. It has agreed that if in December, when it next meets, the market price for oil is above \$21, it will increase both the price and the production cell-ing in such a way as to balance the market. The implication is that if the target is missed, production levels

Opec has in a formal sense recognised it is less powerful than the mar-ket. It has charged its ministerial Monitoring Committee with responsibility for seeing that oil is not priced

so high seeing that on is not priced
so high se to encourage a shift in
favour of alternative energy.
It is also trying to match production agreements more closely to market fluctuations. It will set production agreements to run from October to March and from April to September, coinciding roughly with winter and summer demand fluctuations.

Longer-term implications of this shift will take some time to become clear. Opec members, for example, are still split on where they would like to see the price go, though a majority favour only modest increases accord-ing to what the market will bear. As always, much will depend on unpre-dictable political and military developments in the Gulf. And Opec will achieve little if it proves unable once again to maintain discipline.

#### Fujimori sets out objectives

By Sally Bowen in Lima

IN HIS inaugural speech to the nation as President of Peru, Mr Alberto Fujimori committed his Cambio (change) 90 government to a moralisation crusade. He reiterated his campaign slogan of "honesty, tech-nology and hard work" emphasising the Peruvians should not expect international solidarity but rely largely on

themselves to achieve prosper-ity and development.

Addressing Congress shortly after outgoing president Alan Garcia had been received with insults, booing and a walk out by many right-wing senators and deputies, Mr Fujlmori accused the previous govern-ment of corruption, fraud and involvement with drugs trafmittee against corruption" directly responsible to him to bring the guilty to book.

Mr Fujimori described the economy as "chaotic and exhausted." Avolding any mention of specific measures, which will be announced by the Minister of the Economy rency, the bolivar, means that the country's petrol prices - at about \$0.24 per US gallon - remain the lowest in the world.

over the next couple of weeks, he promised a "rigorous and inflexible attack" on inflation. But the attack will be "prag-



The newly inaugurated Fujimori blows out the candles on his birthday cake. He is now 52

matic, without enslaving ourselves to magic or textbook recipes." The recovery of productivity would be based in part on incorporating the vast "informal" sector into the formal economy.

The role of the Peruvian

state must change, said Mr Fujimori. He relterated his financial community, and to

state companies, but promised an anti-monopoly law and a genuine social market economy to reduce state interven-

Mr Fullmori committed his government to re-establish links with the international

encourage foreign investment Mr Fujimori asked Congress for 180 days of extraordinary legislative powers to push through immediate tax measures to close the growing fis-cal deficit and finance a social support programme that the poor will need to protect them from price adjustments.

## Iraq's claims put pressure on Kuwait

By Victor Mailet, Middle East Correspondent

KING Hussein of Jordan set off for Iraq and Kuwait yesterday in the latest attempt by an Arab leader to mediate in the dispute between the two countries over oil, money and land.

Kuwait, having yielded to Iraqi demands that it cut oil output to bolster world oil prices, now faces the much sterner test of Baghdad's financial and territorial claims. The official Iraqi news

The official Iraqi news agency said yesterday that a round of talks which had been expected to take place in Saudi Arabia at the weekend might be postponed for at least a week, and it suggested that Kuwait was to blame.

Kuwait said it was awaiting news from Saudi Arabia on the

news from Saudi Arabia on the date of the proposed talks.

President Saddam Hussein of Iraq has reinforced his

demands against Kuwait by sending thousands of troops to the disputed border area. With some im men under arms, the Iragi-armed forces are 50 times as large as those of Kuwait.

The ruling al-Sabah family of Kuwait is anxious to associate other Arab states with the negotiations, to avoid being forced into an unfavourable settlement by Mr Saddam.

Iraq, however, favours bilateral talks with the Kuwaitis in Baghdad, and few Arab leaders - least of all King Hussein - are prepared to risk crossing Mr Saddam. Iraqi demands and

grievances include:

Oil policy - Iraq is pressing for obedience to Opec produc-tion quotas and higher prices, an issue resolved for the time being by the agreement on a \$21 a barrel target price at last week's Opec meeting in Geneva. ● Money – Iraq wants \$2.4bn

from Kuwait for oil "stolen" from the Rumaila oil field in the disputed border area. It also wants an Arab "Marshall Plan" to help it recover from the Gulf war against Iran, and figure of \$14bn - the amount Mr Saddam says Iraq has been losing annually because of overproduction of oil - has been suggested. Lastly, Iraq wants the Gulf states to write off \$35bn of war loans, including \$10bn from Kuwait.

Territory – Iraq wants dis-

puted territory in the border area, including the small part of the Rumaila field in Kuwait, and access to Kuwait's Warbah and Bubiyan islands near the

## 1918 "Taisho Marine" 1990



A Message from the President Ko Matsukata

this opportunity to report to you on the business results realized by Taisho Marine and Fire in its 73rd term. The Japanese economy came under pressure from a decline in the value

of the yen during the term and from a rise in interest rates as the year drew to close. Steady growth was achieved, however, as these factors were offset by brisk personal consumption and private sector plant and equipment investment which had been encouraged by the government's ongoing policy of stimulating domes-

(Dollars in thousands)

690,886

358,443

419,836

628,778

1990

The Company responded to this mixed environment by initiating a major restructuring programme, "ACCESS 21," in April 1989. This programme is intended to strengthen the Company's business capabilities by reorganizing the corporate structure from top to bottom. Combined with efforts to diversify our business and improve man-

The coming months are expected to bring continued economic growth, fuelled by increased domestic personal consumption and private-sector facilities investment. Nevertheless, a number of problems remain to be solved. These include economic friction with the United States, and alarming changes in prices, interest rates and exchange

Investments. \$19,591,975 19,243,525

Cash and cash items . . . . . . . . . . . 1,007,576

Deferred policy acquisition costs . . . . . 495,348

net of depreciation.....

Other assets .....

Net premiums receivable

Property and equipment,

agement efficiency, ACCESS 21 - with your kind support - has been

diversifying in an effort to keep pace with financial deregulation and internationalization, and the changing needs of an "aging" society.

rates. At the same time, the non-life insurance industry as a whole is

Far from viewing these circumstances from a negative perspective. however, we believe that they afford ample opportunity for future with. We will direct our efforts in the months ahead to develo new products to meet our customers' rapidly diversifying needs, to expanding and reinforcing our sales network and claim-handling procedures, to improving our asset management, and to upgrading our information system. We will also continue working to enhance man-

gement efficiency and company spirit.
In closing, the corporate name Taisho Marine and Fire Insurance Company, Limited will be officially changed to Mitsui Marine and Fire Insurance Company, Limited effective from 1st April, 1991. I would like to ask once again for your support and advice in these and other efforts to ensure our continued mutual growth.

In April 1989 Taisho Marine and Fire Insurance Co., Ltd., implemented ACCESS 21, a restructuring programme intended to reinforce its corporate structure and enhance its responsiveness to the rapidly changing requirements of today's insurance business.

The activities undertaken in connection with this programme were supported by the introduction during the term of a series of new products tailored to diversifying customer demands. One of these new products which has proved especially popular is Nursing Care Expenses Insurance "WELL" which is designed specifically to provide support to an aging society. Another is "Light Sports" Personal Accident Insurance with Maturity Refund "GULLIVER" for people who lead active lives. Lady's Insurance with Maturity Refund "ROUGE" has been improved with better offerings and conditions. And

☆ BALANCE SHEET (as of 31st March, 1990) ☆

	(Dollars in	thousands)
	1990	1989
Losses and claims	\$ 994,690	873,684
Unearned premiums	1,754,721	1,540,196
Investment deposits by policyholders	7,490,595	6,169,095
Accrued income taxes	5,003,405	5,534,968
Other liabilities	1,167,760	821,766
Stockholders' equity	6,792,494	7,059,671
Total	\$23,203,665	21,999,380

"WISE," another new product, is Long-Term Comprehensive Insurance for Homeowners with Maturity Refund with applications cover-

ing a wide range, from loss by fire to accidental injury. The term also saw an expansion of customer services. We opened the Taisho Marine-Life Service Center, where highly trained staff are prepared to answer questions about medical care for the elderly and general health problems. The "Dial Call for Customer Services" introduced during the term accepts calls about accidents on holidays and at night and provides general consultation concerning insurance. We also continued working to strengthen our sales base and branch

network and to improve our claim-handling system.

The Company responded during the period under review to the ongoing liberalization and internationalization of Japan's financial markets with steps to reinforce the organization and staff of the Assets Management Division. We opened an Assets Management Room at the head office with state-of-the-art equipment and introduced a new assets management and control system. We also strengthened our information system to keep pace with changes in the advanced infor-

mation society. International operations focused on sales promotion activities matched to the special characteristics of individual markets and regional income factors. Efforts to increase sales in overseas markets included further investment in local insurance firms and the opening

As discussed in the following, our sales activities and policies during the period under review produced better results in every category than those recorded in the previous term.

Total net premiums written in all our business lines amounted to US\$2,817,727 an 11.2 per cent increase over the previous term, while total assets increased by \$1,204,285 thousand to \$23,203,665 thousand and net income for the year was recorded at \$231,981

Ongoing efforts to strengthen and broaden our customer base led to a substantial increase of 13.7 per cent in net premiums written in this category as compared to the previous term. The year also saw a rise in the loss ratio.

Cargo & Transit The Company's staff directed considerable energy and initiative to strengthening the business fundamentals in this category as well. These efforts were rewarded with 13.5 per cent growth in net premiums written. The loss ratio also registered an increase from pre-

Fire and Allied Lines Operating in a positive environment created by steady market growth in this category, the Company directed active efforts towards securing sales and promoting demand for Long-Term Comprehensive Insurance, Householder's Comprehensive Insurance, Storekeeper's Comprehensive Insurance and other products. This led to an increase of 7.2 per cent in net premiums written, while the loss ratio increased from the previous year.

Activities aimed at promoting sales of Long-Term Personal Accident Insurance with Maturity Refund and Personal Accident Insurance produced solid results, as net premiums written rose 13.1 per cent. The loss ratio, on the other hand, was lower than that recorded in the preceding term.

With new car sales on the rise, the Company directed energetic efforts towards sales of Comprehensive Automobile Insurance for Car Owners. The success of these efforts was reflected in an increase over the previous year of 11.9 per cent in net premiums written. The loss ratio was also higher, as the number of accidents and amount of

Compulsory Automobile Liability Expanding and reinforcing our sales network and intensifying our sales activities in the Compulsory Automobile Liability category paid off in a 6.4 per cent rise in net premiums written. This was accompanied by lower loss ratio figures, as compared to those for the previous year.

The Company also achieved excellent results in other categories, led by increased Liability Insurance and the introduction of Nursing Care Expenses Insurance. Net premiums written climbed 14.5 per cent from previous year levels, while the loss ratio declined.

We owe our growing success in the international arena to our policy of giving full consideration to the special characteristics of the respective markets and to regional income levels in all our overseas sales

International insurance services were promoted further during the year under review by completing a tie-up with a leading European in-surance company, "Sun Alliance," the establishment of joint operations with insurance companies in the Philippines and Turkey, and the opening of five new overseas offices.

Diverse and efficient investment in the forms of loans and foreign securities enabled the Company to record positive overall gains on investments in an environment characterized by a weak yen, rising interest rates late in the term and drastically lower domestic stock prices in the final quarter. Net investment income amounted to \$319,728 thousand, an increase of \$67,544 thousand over the previous year.



TAISHO MARINE AND FIRE INSURANCE COMPANY, LIMITED

TOKYO, JAPAN The annual report will be available at Hambros Bank and our London Liaison Office.

Notice of Change of Name

Talsho Marine and Fire Insurance Company, Limited From 1st April, 1991

Mitsui Marine and Fire Insurance Company, Limited (the "Company")

USS200,000,000 31/A per cent. Bonds 1992 (the "No. 1 Bonds") with Warrants attached to the No. 1 Bonds to subscribe for shares of common stock of the Company (the "No. 1 Warrants"), and US\$300,000,000 37/a per cent. Bonds 1993 (the "No. 2 Bonds") with Warrants attached to the No. 2 Bonds to subscribe for shares of common stock of the Company (the "No. 2 Warrants")

Notice is hereby given to the holders of the No. 1 Bonds, the No. 1 Warrants, the No. 2 Bonds and the No. 2 Warrants that at the general meeting of the Shareholders of the Company held on 28th June, 1990, it was resolved that effective from 1st April, 1991, Taisho Marine and Fire Insurance Company, Limited will change its corporate name to Mitsui Marine and Fire Insurance Company, Limited.

The No. 1 Bonds, the No. 1 Warrants, the No. 2 Bonds and the No. 2 Warrants will not be stamped nor exchanged and will remain listed on the Luxembourg Stock Exchange under Taisho Marine and Fire Insurance Company, Limited followed by the new name of the Company, Mitsui Marine and Fire Insurance Company, Limited.

All further notices regarding the above issues will refer to both names.

A complementary legal notice as well as the Articles of Incorporation of Mitsui Marine and Fire Insurance Company, Limited have been registered with the Greffe du Tribunal d'Arrondissement de et à Luxembourg.

TAISHO MARINE AND FIRE INSURANCE COMPANY, LIMITED 30th July, 1990

Notice of Change of Name

> Taisho Marine and Fire Insurance Company, Limited From 1st April, 1991 Mitsui Marine and Fire Insurance Company, Limited (the "Company")

European Depositary Receipts (the "EDR") (representing shares of common stock)

Notice is hereby given to the holders of the EDRs that at the general meeting of the Shareholders of the Company held on 28th June, 1990, it was resolved that effective from 1st April, 1991, Taisho Marine and Fire Insurance Company, Limited will change its corporate name to Mitsui Marine and Fire Insurance Company, Limited.

The EDR certificates bearing the former name of the Company must be submitted in order to be stamped, from 1st April, 1991, to 1st May, 1991, at a place to be further notified.

After 1st May, 1991, only the stamped EDR certificates will be of good delivery on the Luxembourg Stock Exchange. All further notices regarding the above issue will refer to both names.

> TAISHO MARINE AND FIRE INSURANCE COMPANY, LIMITED 30th July, 1990

US attempts to

reassure Hong

**Kong exporters** 

By Claire Bolderson in Jakarta and Our Foreign Staff

Sharon's \$13bn housing

plan 'threatens inflation'

Association of South East Asian

Nations (ASEAN) and its six major

trading partners ended a meeting in

Jakarta yesterday committed to revit-

alising the Cambodian peace process

before a controversial decision is

taken at the United Nations on who

should occupy Cambodia's seat. Neither the US nor the Asean mem-

Singapore, the Philippines and Bru-

nei) wants to see the matter go to a

UN vote and both agreed at the meeting in Jakarta that they supported

instead plans for a new Cambodian

representative at the UN in the form

of a Supreme National Council. This would be made up of selected repre-

By Judy Maltz in Jerusalem

ISRAEL'S hawkish housing minister. Mr Ariel Sharon,

presented the cabinet yester-day with a \$13.5bn five-year

programme to provide housing

for the wave of Soviet Jewish

immigrants expected over the

Although the cabinet delayed a vote on the pro-gramme, Mr Yitzhak Modai,

the Finance Minister, has already warned that the huge

government spending required would expand Israel's budget deficit significantly, triggering a return to high inflation.

Israel's annual inflation rate

has stabilised at about 20 per

cent over the past five years,

after reaching triple-digit lev-

budget of Shk2.4 billion (\$1.2bn) for immigration

absorption, presented to the

Knesset for approval last week by the finance ministry.

the cabinet with a less-costly alternative plan on Thursday.

which calls for temporarily

housing new immigrants in

army barracks and other pub-lic facilities until new houses

are completed. Mr Sharon has

proposed instead importing

40,000 prefabricated homes and

50,000 mobile homes over the

next two years, at a cost of

nearly \$1bn. More than 60,000 Soviet immigrants have

arrived in Israel since January,

and a total of 150,000 are expec-

plan, most construction – an

Under the Housing Ministry

Mr Modai intends to present

Mr Sharon's request comes on top of the supplementary

els in the early 1980s.

next several years.

FOREIGN ministers of the sentatives of the resistance coalition

and the government of Cambodia and

would govern Cambodia in the run-up

to United Nations supervised elec-

The Khmer Rouge said yesterday

that it wanted to meet its two allies in

the Cambodian guerrilla opposition

alliance in Peking on August 8.

A radio statement by the two noncommunist members of the alliance

said a planned meeting in Paris next

week would "probably not material-ise." It said the Khmer Rouge and

exiled leader Prince Norodom Sihan-

ouk wanted to meet in the Chinese

would make it easy to confer with the

Diplomats in Bangkok said this

capital instead.

estimated 80,000 building starts

a year in each of the next five years — would be undertaken by the public sector. The Trea-

sury, however, favours hand-ing over most of the work to the private sector.

Mr Modai yesterday said he

opposed large-scale imports of

temporary housing, emphasis-ing that the government's top

budget priority should be creating jobs for the new immi-

grants rather than spending on

The government would

finance increased spending on immigration absorption, he said, by selling off state-owned

enterprises and borrowing

● The Israeli army yesterday closed the office of the leading

Palestinian nationalist in the

occupied territories, Mr Faisal al-Husseini, saying it was "pro-tecting public safety."

The order came a day after a bomb exploded on a crowded

Tel Aviv beach, killing a Cana-dian teenager and wounding 18

others, and coincides with a

general strike in the occupied

territories to mark the tenth anniversary of the Israeli annexation of East Jerusalem.

Eight Palestinians were

detained yesterday by Israeli police on suspicion of having planned the bombing.

Two new offices opened by Mr al-Husseini were closed

under the army order issued

yesterday, while a previous order closing down his Arab Study Centre was extended for

another year.

new housing.

money abroad.

# Koninklijke Ahold nv

All of these securities having been sold, this announcement appears as a matter of record only

Private placement of 3,083,952 common shares to bearer at an offer price of NLG 141.60 per common share of NLG 5 par value

The common shares, formerly held by ASKO Deutsche Kaufhaus AG.

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**FINANCIAL TIMES** 

## Jakarta meeting seeks to revive Cambodia peace process tinued US opposition to the manda-

guerrillas' most consistent backer, China, as it ponders possible new options in the 11-year conflict.

Meanwhile the Prime Minister of Cambodia, Hun Sen, said it was time

to convene the first meeting of a Supreme National Council, as agreed with Prince Sihanouk in Tokyo in June. Further talk among the opposition factions was unnecessary, he

The meeting included the US Secretary of State, Mr James Baker, foreign ministers from Japan, Australia, New Zealand, Canada and a representative from the European Community.

In Jakarta little progress was made on the other main issue facing the foreign ministers - that of the con-

Japan may

set record

for growth

JAPAN'S economy is set to grow steadily for at least

grow steadily for at least another year and break its post-war record for a period of continuous growth, according to Mr Hideyuki Aizawa, head of the country's Economic Planning Agency, Reuter reports from Tokyo.

"The current period of steady economic growth will probably continue for another

probably continue for another

year or so and become the longest growth period since the end of the war," Mr Aizawa told a seminar of the ruling Liberal Democratic Party. He

said that the steady growth was supported by strong con-

sumer spending and capital

Government figures show

Japan's economy expanded in

June for the 44th consecutive

month - the second-longest period of growth since the Sec-

ond World War. The record is 57 months in the 1960s.

nomic growth of four per cent this year, "but I think it will grow faster," Mr Aizawa said. In a separate session of the

seminar held in a mountain resort north of Tokyo, Mr Ryu-taro Hashimoto, Finance Minis-

ter, said it was the govern-

ment's responsibility to uphold a strong yen. He said the yen should be kept strong against

other currencies to help com-

bat a surge in prices. Mr Aizawa said that in addi-

tion to yen fluctuations, labour

shortages and rising oil prices

were other concerns affecting

consumer and retail prices.

The EPA had predicted eco-

tory repatriation of Vietnamese boat

Mandatory repatriation of all asylum seekers classed as economic migrants rather than genuine refu-gees is demanded by the ASEAN countries and Hong Kong, the coun-tries of temporary refuge, under the terms of a United Nations plan for

dealing with Vietnamese boat people.

A US attempt to compromise by offering to agree to a new category of returnees called "those who do not object" met with little enthusiasm. ASEAN delegates, while acknowledging that the Americans had shifted position slightly, said it had not gone far enough and that the ASEAN coun-

Mongolians relish

Mongolians relished their first free elections in 69 years of

communist rule yesterday, with many streaming early to the

polls in traditional dress (pictured above). Herdsmen rode long

distances on horseback to vote, while ballot boxes were taken to hospitals and to elderly people unable to leave yurts, or tents. The communists are expected to retain power in the upper

house, but risk defeat in the key 53-seat lower house. All parties

promised free market reforms and opening to the west. US

China orders

tough action

CHINESE Communist leader

a tough crackdown on the pro-

independence movement in the

priority in Tibet, Mr Jiang was quoted as saying by the official New China News Agency on

Sunday in a speech to local

since the 1949 revolution. Over the past three years, troops and police have crushed spo-

radic pro-independence and anti-Chinese demonstrations in

scores of people.

Martial law was lifted in the

city in April after being in

force for 13 months. Hundreds of Tibetans are thought still to

Mr Mr Jiang, who began an inspection tour of the region on July 20, was the first Communist Party leader to go there since 1980 when the late Mr Hu

Yaobang angrily condemned past policies in Tibet and launched wide-ranging

State television on Sunday

showed Mr Jiang inspecting

clasped his hands in front of a statue of Buddha as a mark of respect. His action seemed more mechanical than devout. The Potala Palace was the home of the Dalai Lama,

Tibet's spiritual leader who

fled into exile in 1959 after a failed rebellion against Chinese rule. Still worshipped as a liv-ing god in Tibet, he was

awarded the Nobel Peace Prize

Mr Jiang's speech, as reported, made no mention of

the Dalai Lama or abortive

attempts by both sides in recent years to meet for talks

Mr Jiang gave no hint China

would ease its grip on the Special attention should be

paid to education, he said, "to enable students to know from

childhood that Tibet is a sacred and inseparable part of the motherland and that without the Communist Party of China, there will be no social-

last year.

on Tibet's future.

ist new Tibet".

ranks of applauding troops. In an unusual act for a com-munist leader, Mr Jiang visited a Buddhist shrine inside the ancient Potala Palace, and

social order."

over Tibet

Secretary of State James Baker is due in Ulan Bator this week.

first free election

tries stood by a statement made last week in which they threatened to stop offering temporary asylum unless mandatory repatriations got under

Representatives from the European Community told the Jakarta meeting that the EC was willing to finance a comprehensive regional programme for the repatriation of the boat people.

Under the plan, direct aid would be given to the individual boat people and to the communities to which they return in Vietnam. The proposal is currently being costed and EC representatives said they hoped it could be put into action on a trial basis by the end of the year.

# Sri Lanka

By Mervyn De Silva in Colombo

SRI LANKAN "socialism" -symbolised by the nationalisa-tion 34 years ago of the bus companies hated by the post-in-dependence left - has been put into reverse gear with the pri-vatisation of the island's first nationalised venture, the Bus

BTB was founded in 1956 a week after socialist Mr Solomon Bandaranaike won a general election. He rode on the upper deck of one of the red London buses imported by the bus com-panies to flaunt their wealth and declared: "This is journey's

have been sold to the public and employees. The rest will be sold by December.

will also be privatised. These include the Ceylon Oxygen Company (sole manufacturer of industrial gases) textile mills, hotels, printing companies, and

Besides closing down uneco-nomic enterprises, the pro-gramme will reduce a 430,000strong public service by 25-30 per cent. Already, the number of "ministries" has come down from 45 to 24. The Transport Board had more than 50,000

has activated Cold ling stock market. The share rice index has risen 180 points to more than 300 since June. A leading local broker has claimed that a handful of Hong Mr Jiang Zemin, paying the party's highest level visit to Tibet in a decade, has ordered Kong businessmen have "raided" the Colombo exchange Himalayan region, Reuter reports from Beijing.
"Stabilising the situation" should continue to be the top to make a "quick buck" and has called on the government to keep foreigners out. But official policy, as part of the larger international Monetary Fund

The nationalisation of the bus The nationalisation of the bus companies in 1956 was politically motivated. The "bus magnates" were the chief financiers of the right-wing United National Party in office since independence in 1948. They were thus the pet hate of a vigorous trade union movement controlled by the Marxist parties. Just before the 1956 polls, the bus owners flaunted their wealth by importing a fleet of red London Transport buses. Mr Jiang stressed the need to crack down on separatists "at home and abroad creating disturbances and violating Tibet has been the most troubled of China's regions the capital Lhasa, killing

investors.

# privatises bus company

end for rapacious capitalism."

Now half of BTB's shares

Forty-two other state enter-prises and 31 "government-owned business undertakings"

The privatisation of bus transport, despite strong pro-tests from trade unions and opposition parties, is part of a three-year structural reform programme which was delayed by the year-long Sinhalese youth insurgency that paralysed Colombo and the south

employees, of whom 7,000 accepted redundancy.

The de-nationalisation policy exercise, is to attract foreign

## ing trade protectionism in the US, fuelled earlier this year by an anti-dumping investigation against Hong Kong knitting manufacturers and by a bill, now passing through Congress, which seeks to limit the growth of textile imports into the US. Mr Moshacher, who is visit-ing Hong Kong on his way to a conference in Singapore, said that although the anti-dump-ing process was not perfect, it

Transport Board.

a television station.

Hong Kong exporters of grow-

was open and gave the chance

of representation to companies accused of dumping.
"Sometimes (the anti-dumping process) has hurt some of our best friends, but on the other hand, we have had the most open market in the US for decades, and we cannot expect people in our country to support a system where goods are sold in the US at a price lower than in their own country, or below cost," he said. He added that the Textiles Import Bill

was likely to be vetoed by President Bush.
But Mr Mosbacher is unlikely to have calmed fears among Hong Kong garment exporters who feel the criteria for dumping are unfair and unrealistic. In April the US Commerce Department, in a preliminary finding, accused four Hong Kong companies of dumping manmade fibre sweat-

ers in the US, although two of the companies were later

By Angus Foster in Hong Kong excluded after they were found MR Robert Mosbacher, US Secretary of Commerce, has tried to allay fears among to have underpriced sweaters by negligible amounts.

Hong Kong's garment manufacturers claim their own domestic market is too small to compare with its major export market and that because US buyers buy in bulk, prices are likely to be lower than smaller orders placed by buyers in other countries.

A final hearing on Hong Kong's case is set for August 9 in front of the International Trade Commission in the US. If the decision goes against Hong Kong, manufacturers in the colony will be subject to a 5.86 per cent anti-dumping charge, calculated by the Commerce Department as the average level of underpricing among

Hong Kong exporters. But Mr Henry Tang, manag-ing director of Peninsular Knit-ters — not involved in the dumpling allegations — and chairman of the Hong Kong Woollen and Synthetic Knit-ting Manufacturers Association, said he was hopeful the allegations against Hong Kong

could still be overturned. "We have a strong case. We are not going to roll over and play dead," he said.

According to US figures, the US imported sweaters valued at \$208m from Hong Kong last year. But according to the Hong Kong Trade Department, exports to the US in the first five months of this year are down "roughly a third" com-pared to last year.

## China rejects UK plan

CHINA at the weekend never happened," a western repeated its rejection of diplomat said. repeated its rejection of Britain's plan to give passports to key Hong Kong residents -just after Mr Francis Maude, British Foreign Office Minister, concluded a visit to Peking to try to improve relations, Reu-ter reports from Hong Kong. The Chinese Foreign Minis-

try said the British Nationality (Hong Kong) Act 1990 was unacceptable and had unilater-ally changed the nationality of Hong Kong Chinese citizens.
Diplomats said the timing of China's statement was crucial. "I think . . this has to be considered a setback for Britain over Hong Kong. It's as

if Maude's visit and his efforts

to explain the passport issue

in June last year. "It's a slap in the face for Maude," said Mr Martin Lee, a prominent local politician and Hong Kong legislator. The passport plan, passed

Mr Maude was the most

senior official from the European Community to call on

Chinese leaders since high-level contacts were suspended after Peking's

bloody crackdown on protest

into law last week, aims to give about 225,000 people full. British citizenship. Britain hopes it will shore up confidence in Hong Kong's future and encourage professional people to stay.

the 15 Western hostages in

Iran believes that all hostages from all nationalities including those from Iran must be

released as soon as possible

merely on humanitarian grounds," IRNA quoted Mr Vaezi as telling French ambas-

sador Mr Christian Graffe.
He added that "all those who
can help in this regard should
not hesitate in doing so," IRNA

reported.
Mr Naccache and four

accomplices, all pardoned by President François Mitterrand,

were immediately flown to Tehran Iran played a key role in the release in April of two

American hostages. Hopes raised by an IRNA report ear-

"The Islamic Republic of

# Iran call on hostages

IRAN yesterday welcomed the release of a pro-Iranian Lebanese gunman from a French jail and renewed its call for all western hostages in Lebanon

to be freed, Reuter reports.

Deputy Foreign Minister Mr
Mahmoud Vaezi told the
French ambassador in Tehran that the release of convicted killer Mr Anis Naccache "has had a positive impact on Lebanese Moslem groups."

Mr Naccache, self-styled European spokesman for the Lebanese Hizbollah (Party of God), was freed on Friday after serving 10 years of a life sen-He killed a policeman and a bystander in a botched attempt

in 1980 on the life of Shapur Bakhtiar, the last prime minis-ter of Iran's late Shah. The pro-Iranian Hizbollah is believed to be holding most of have not been fulfilled.

NOTICE OF REDEMPTION

To the Holders of the 127/4% Guaranteed Notes Due 1992

lier this month that a western European would soon be freed

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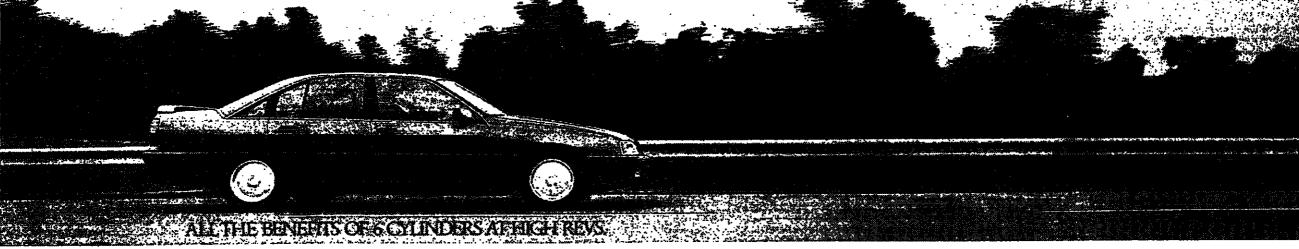
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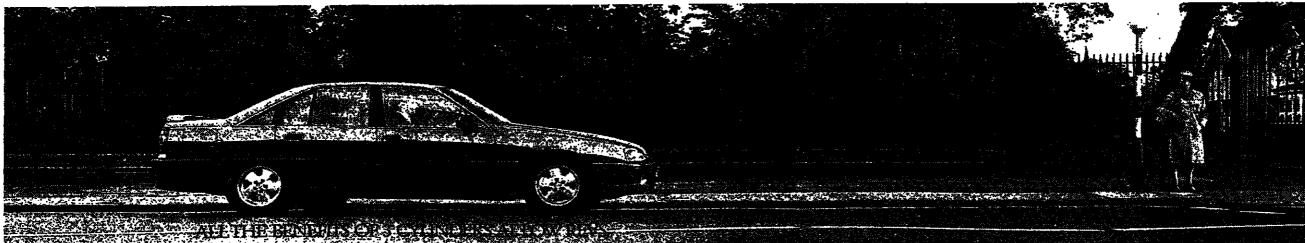
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Dated: July 30, 1990

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safety and sure-footedness.)

# Haringey's poll tax bills threatened by injunction

By John Authers and Emma Tucker

MR Chris Patten, Environment Secretary, will today seek a High Court injunction against a charge-capped council. It would prevent the Labour-led London Borough of Haringey from sending out its poll tax

Haringey has accepted Mr Patten's cap on its budget but defied government orders to reduce its poll tax from £573 a head, the highest in Britain, to £508. Mr Patten is to apply for a judicial review of Haringey's Haringey said it could not

lower the poll tax level by the amount required by the DoE because of additional expenses incurred through re-issuing bills after capping and because of a lower collection rate than

Meanwhile, Sheffield City Council is thought to risk running out of cash because too few people are paying poll tax. Sheffield expected to receive £102m after rebates had been taken into consideration, but a city council report due to be discussed tomorrow shows that up to last month only £22.2m

had been paid.
The authority's bills amounted to £30.5m, leaving the council in the red by £8.3m. Councils have greeted with suspicion and confusion gov-

THE POST OFFICE should be

split into eight independent businesses governed by a new

regulatory authority in order

to halt "a rising tide of con-sumer dissatisfaction", the Mail Users' Association says in

The association, which repre-

sents 100 business users of the mail service, says financial tar-

gets imposed by the Treasury

are the reason for the 2p rise for first and second-class

stamps due on September 17.

The postal service is described in the report as a

"monopoly-protected domestic letters business." Its profits

and business have grown rap-

idly for a decade, and normally

that would indicate a success.

ful business with satisfied cus-

THE UK economics team at Shearson Lehman Hutton

Securities has urged the Bank

of England to publish a provi-sional monthly monetary ser-

vices index. The team says that

such an index is "as close as practical" to an ideal measure of money.

Construction of such a mone-tary gauge, sometimes called a "divisia index", has recently

been considered by the Bank of

By John Hunt

**POLL TAX** 

**Collection cost** per head

MOST EXPENSIVE Westminster Ken/Chelses LEAST EXPENSIVE S Tyneside Brentwood Oadby and

ernment figures on the cost of administering the poll tax. The version of estimated administration costs of the poll tax per head released to the Local Government Chronicle and printed on Friday differed from the fig-ures given to the Financial Times on that day.

The LGC figures showed Liberal Democrat-controlled Richmond upon Thames with a collection cost of £55.27 a head.

Richmond officials said the figure had been supplied to the department in answer to a question form which they con-

Post Office into eight units

is nearer the truth," it says.

In response, the Royal Mail, the letters business of the Post

Office, said last night that the

association had put forth "a

pot-pourri of proposals with Alice in Wonderland time-

It said the proposals would

be massively disruptive and would seriously jeopardise the service at a time when its qual-

ity is showing "a strong

small proportion of business

customers with "special but important needs", the Royal

However, Mr Leon Morelli,

deputy chairman and chief

executive of the association, said its membership included

New monetary gauge is urged

practical difficulties in devis-

ing acceptable weightings for

the types of financial assets

able only to its clients, Shear-

son, which publishes its own

monetary services index, criticises the weighting of existing

official conventional aggregates, including the M1 and M3

Shearson points out that the

monetary measures.

In a discussion paper avail-

The association represents a

upward swing".

mers. - mail service users such as Bar-"But in reality the opposite claycard, Readers Digest and

tion with the Government, was only £18.79, they said.
The LGC's figures place

Tower Hamlets, also controlled by the Liberal Democrats, second, with £54.50, while Labourcontrolled Merton council in London has a cost of £25.79.

The figures also tend to estimate administration costs as being around 30p higher than the sums listed by the Dok. The LGC claims that its fig-ures were taken from the documents placed in the House of Commons library by the Gov-ernment. The DoE said its data

The accounting difficulties involved are considerable, as is demonstrated by the four authorities – Vale Royal in Cheshire, Great Yarmouth in Norfolk, Richmondshire in North Yorkshire, and Surrey Heath - which the Government lists as having no expen-diture on poll tax at all. The DoE said that, in those cases, the councils had no distinguishable budget to be used exclusively for collecting the

Other councils indicated that

the Automobile Association.

Members' total expenditure on mail was about £400m a year.

the Post Office to be split into

eight independent businesses responsible for different aspects of the service, such as

delivery, collection and trans-

Under its proposal, a new, independent postal authority

would regulate the new companies, agree price levels and supervise standards. The asso-

ciation wants the plan to be

implemented within a year, to

create "a new playing field on which the customer is king".

A further list of changes

would include halving the Sep-

tember price rise and introduc-

ing a customer compensation scheme for failures in the ser-

ties of weighting assets by yields to maturity, which can emphasise long-dated assets,

and also of the likely time lags

when individuals are slow to

Shearson claims that

adjust asset-holding patterns.

changes in its simple monetary service index have in the past

anticipated important shifts in

the direction of nominal gross domestic product when such

shifts were not discerned by

The association wants the

#### they were unclear whether the costs of collecting standard community charge - paid on unoccupied second homes - or sidered ambiguous. The correct the uniform business rate. Business group urges dividing

Subsequently, 95 hostages either escaped or were

At one point the gunman agreed to release two hostages in exchange for smoked

salmon sandwiches.
Police described the gun man, in his late 20s or early 30s, as volatile, alternately rational and raving; at which

No clear picture emerged as to the motive for the attack. The gunman's demands changed constantly during the

ber, said the gunman warned his hostages the "dynamite" would blow up the entire building: "He said: 'I am just going to press the button. That is it. It's finished'.'

Miss Christina Broderick, 20, one of the women forced by the gunman to form a human shield around him, said he had a "button on his belt which was connected to electrical wiring and what he claimed was TNT". She said he had told the hos-

She said he had told the hostages he was Lebanese, with an English wife and three children, and had suggested that some of his wife's family were being held hostage in Beirut.

Another hostage, Autonia Roberts, 20, said: "I really thought I was going to die J still haven't stopped shaking."

## **Nightclub** hostage drama ends peacefully

By Della Bradshaw

A SIEGE at a London nightclub, where an armed man held 100 Saturday night revellers hostage, was brought to an end just after noon yes-terday without serious injury to anyone.

The siege, in which a gunman took over the West End nightclub Tokyo Joe's, ended when the guman agreed to give himself up to police after 10 hours of negotiations. The guman, described by the police as Arabic, was bleeding from a cut sustained from broken glass and had to be helped up the stairs from

be helped up the stairs from the basement nightclub by one of the six remaining hostages. All six hostages were Arab men, police said.

Tokyo Joe's in Piccadilly is popular with visitors from the Middle East. Several Arab VIPs attended the club on Sat-urday night.

When the lone gunman

entered the club at 1.40 yesterday morning he was brandishing a clutch of weapons, including a 12-bore shotgun, a rifle and a bayonet. He also claimed to have

wired an explosive device to his waist, but police described the device as a "sophisticated"

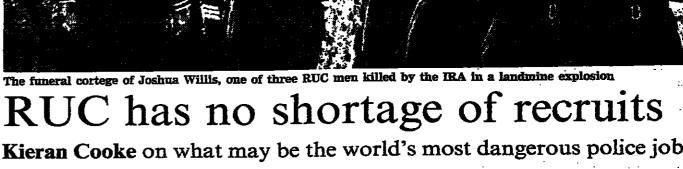
The gunman fired two shots at the ceiling as the 200 or so revellers attempted to flee.

rational and raving; at which times he shouted and threatened to kill the hostages and himself. Deputy Assistant Commissioner David Meynell, in charge of policing central London, said the gunman drank excessively throughout the siege, and those who escaped said he had been snorting cocaine.

No clear picture emerged as

day. At one point he demanded a car to take him out of London; later he asked for transport to an airport. Mr Neil Toro, a club mem-

sarily about spending money.



Ulster Constabulary, dressed in their rifle green uniforms embellished with the Irish harp emblem, stood at attention. The police band played the fumeral march as mourners shuffled silently along. The drum, shrouded in black cloth, beat out a slow

Reserve Constable Joshua Willis, 35, and father of sons aged four and one, was buried last Thursday at the small hill-top church in the neat, mainly Protestant town of Caledon, Co

Constable Willis was one of three RUC men killed when a 1,000 lb IRA bomb exploded under their unmarked car. A Roman Catholic nun in a

nearby car was also killed. Figures produced by Interpol in the mid 1980s showed that a job in the RUC is the most dangerous police job in the world. Since the start of "The Troubles" in Northern Ireland in the late 1960s, 273 full-time and

police reservists have been killed in the province. This year seven RUC men have died, compared with one dead in the army and six in the Ulster Defence Regiment -

In spite of the dangers there is no shortage of recruits for the RUC, with the police authorities often having to sift through 50 or more applica-tions for every job advertised. RUC membership is often a question of family tradition. With unemployment in North-ern Ireland still the highest in the UK at 14 per cent, there are also economic incentives to apply for a stable, if dangerous,

A remarkable stoicism exists within the force: the dangers are ever present, with even a call to a traffic accident a potential IRA ambush. Yet to a arge extent the average RUC officer personifies the old image of the friendly bobby. They might wear flak jackets and often cradle submachine-

guns but officers still manage to give an air of nonchalance to their work.

However, the RUC is dis-trusted in many sections of Northern Ireland's nationalist

partition of Ireland in the early 1920s and the old Ireland-wide Royal Irish Constabulary. In the early years of the century RIC men were being ambushed and killed in very similar cir-

cumstances to attacks on the

Even the old name for the police – the Peelers – is still widely used in Northern Ireland. Many have not forgotten the often brutal behaviour of the RUC in the early days of the civil rights movemen particular the actions of the now disbanded paramilitary B

Although the RUC has made efforts to attract recruits from across the community, only about 10 per cent of its members are Roman Catholics. Yet

By Raymond Snoddy

THE AUSTRALIAN chairman

of a committee setting up a World Association of Press

Councils has attacked the Cal-

cutt Committee for "a series of

against the free press in the UK. assaults and intimidation"

Professor David Flint, chair-

man of the Australian Press

Council, warned that the Calcutt Committee report on the

press and privacy published

last month would be cited by

authoritarian governments

everywhere as an example of how to impose government

Specials.

the RUC has often been accused of treachery by North-ern Ireland's Protestants, most notably when it took a tough line during the Protestant pro-tests that followed the 1985 signing of the Anglo-Irish

Agreement.
The RUC has been transformed in the last 20 years. In 1969 the British Army was ordered into Northern Ireland after it was concluded that the police could no longer deal with the increasing violence. Subsequently the force lost

much of its authority. In 1976 tactics changed with the establishment of "police primacy" or Ulsterisation. A reorganised, well equipped and highly trained RUC proceeded to play the lead

The RUC is now the second largest police force in the UK after the Metropolitan police, with 8,260 full-time officers, more than 4,500 reservists and a budget that runs at more than £Ìm a day.

journalists were also propose

Prof Flint urged the British

Government to exercise great caution and think carefully

about the international conse-

quences before implementing

some Calcutt recommenda-

central flaw of the proposals is

that the new commission would only deal with com-

plaints and would lose the

Press Council's role of defend

ing press freedom.

Prof Flint argues: "It is essential that, in judging com-

plaints against the press and

the media generally, the adjudicating body have due regard to these twin concepts."

He adds that the "triggers"

that would create a statutory

Prof Flint argues that the

#### WWF to make changes POLICY AND structural gating a sample of 72 projects

changes are being carried out by the World Wide Fund for nature, the international wildlife charity said yesterday. At a press conference in Lon-

don, it said it aimed to decentralise its activities, increase its international co-ordination staff from 100 to 150 and improve support for non-gov-ernmental organisations which are its partners, especially in

developing nations. The changes follow a report by Professor John Phillipson, an Oxford zoologist, who, with

in 26 countries. It suggested that 77 per cent of the projects surveyed had been successful. but added a range of criticisms the WWF said it had tackled or was addressing.

The report indicated flaws in training, supervision and use of local staff; management and evaluation; research, education and awareness programmes for adults; policy creation and implementation and overall

The WWF is active in 70 four researchers, spent more — countries and has a turnover of than a year and £80,000 investi- about £100m a year.

## Tebbitt urges welfare review

MR NORMAN TEBBIT, a former chairman of the Conservative party, yesterday urged the Government to take a "much harder look" at social spending to see if some welfare benefits were actually creating

Speaking on BBC Radio 4's The World This Weekend, he said initiative was not neces"Spending money doesn't necessarily make a kinder or more caring Britain," he said. Mr Tebbit said: "I would

want to have a much harder look at the effects of our benefits policy, the cash benefits and others, which go to people in need to see whether we are alleviating need, reducing need, or in some ways creating new need by that expenditure.

control of the press.

Prof Flint said: "It is a paradox that, at a time when so many countries are emerging from the darkness of tyranny and beginning to enjoy free-doms, that Britain has known

The Calcutt Report proposed the abolition of the Press Council and its replacement by Press Complaints Commis-

If the commission does not work effectively, it would in turn be replaced by a statutory tribunal. New criminal offences of

physical invasion of privacy by

body were weapons aimed at the freedom of the British so long, the British Govern-ment should be urged to impose such a draconian limi-Press including many "respon-sible and fearless newspapers whose titles are known and tation on freedom of speech." respected throughout the

**Professor attacks Calcutt** 

Report's press proposals

He insists also that adopting the proposals "almost inevita-bly leads to the creation of a government appointed tribu-

A draft constitution for a World Association of Press Councils has already been drawn up.

## Watchdog attacks decline in grant for British Rail

By Emma Tucker

THE DETERIORATION in British Rail's services, high-lighted in a report to be pub-lished tomorrow, is expected to be the focus of an attack on the Government this week by critics of its transport policy.

The report by the Central Transport Consultative Committee, a Government-ap-

pointed watchdog, says government cuts are harming British Rail's services and criticises the lack of long-term planning for the concern.

Major-General Lennox Napier, the committee chairman, expresses concern about the continual remorseless decline in the support BR receives" and accuses the Government of not giving the railways the subsidy they need to

run a proper service.

He said: "The report is a firm encouragement to the Government to come clean on the long-term strategic future of BR and to make firm, clear decisions so we the passengers and BR really know where we are going over the next 10

Neither BR nor the Government would comment yester-day. They said they would have to wait until the report had been published The report also warns against any further decline in the public-service obligation grant, a government subsidy to

uneconomic routes, saying that the quality and quantity of services would be bound to suffer.
Mr Robert Adley, vice chairman of the Conservative Transport Committee, yester-day accused Mr Cecil Parkin-son, the Transport Secretary, of trying to convert commuter railway services into "a profit

centre," something that, he said, could not be achieved. "The Government is trying to do something which no other government in any other western country is doing or thinking of doing," he said. "The Government's policy will lead to more cancellations, shorter trains, dirtier trains

and staff shortages." He said he was reflecting off-the-record views of senior managers in BR.

# Eksund skipper charged

A COURT in the Republic of Ireland has brought charges against a man previously held in France on suspicion of taking part in smuggling arms to the IRA, writes Kieran Cooke.

Mr Adrian Hopkins was arrested with four other Irishmen on board the trawler Kksund, of which he is said to have been the skipper, in

A COURT in the Republic of French territorial waters in Ireland has brought charges 1987. The ship was carrying 150

#### England. It has been given a low priority as advisers see Bank of England's discussion paper emphasised the difficulconventional measures of mon-etary aggregates. White paper takes on a muted shade of green

John Hunt on the watered-down draft document setting out the Government's environmental policies

FTER a year of discussion and political manoeuvring, ministers have agreed a draft of an environmental white paper that is to be published at the end of September. The 300-page document is intended to establish the Government's "green" credentials by setting out its envi-ronmental policies up to the end of the century.

The bold proposals originally submitted by the Department of the Environment have been

watered down, and Mr Chris Patten, the Environment Secretary, has lost many battles to Mr Cecil Parkinson, the Transport Secretary, Mr John Wakeham, the Energy Secretary, and Mr John Major, the Chan-There is no commitment in

the document to the introduction of a carbon tax on fossil fuels such as coal and oil in order to reduce emissions of carbon dioxide, which contrib-utes to global warming. Such a proposal would only be feasible in the longer term if

it were done in co-operation with other countries. To do so unilaterally would raise fuel prices and put British industry at a severe disadvantage with foreign competitors. The tax was one of the cen-

tral themes of the Blueprint for a Green Economy by Professor David Pearce of University College, London, who is Mr Patten's adviser on environmental economics. However, with the possibil-ity of a general election next

year, the Treasury was quick to point out the electoral damage that could be caused by a tax that would force up fuel Similar arguments prevalled

when it came to vehicle pollu-

tion. The white paper will dis-

cuss options for reducing pollutants in exhaust emissions by using tax differentials to discourage the use of large cars. However, controversial proposals for road pricing to cut the number of cars in congested towns are unlikely to be included. Mr Parkinson has made clear that he opposes such schemes.

Plans for a large-scale expansion of public transport will not appear in the document,

Environmental organisations are disillusioned. They do not see how the document can fulfil Mrs Thatcher's promise that the white paper would show how the Government would achieve its target of stabilising emissions of carbon dioxide by the year 2005.

It will flirt and it will titillate but it isn't going to deliver," said Mr Tom Burke, director of the Green Alliance, an umbrella organisation for the green movement.

The notion of a white paper

- generally a document pro-posing legislation before the publication of a bill – was rushed out in a blaze of publicity last year when the Government was under pressure from the rise of the green movement. Confusion arises because the document will actually be a vehicle for discussion. It will set out, often in academic terms, the long-term policy options. Only specific items - such as the scheme for hiving off the troubled Pollution Inspectorate and giving it agency status - could be dealt with before the general elec-

tion. Having raised expectations, the Department of the Environment is now anxious to play them down. DoE ministers have gone into a period of pur-

and the second of the second o



Controversial proposals to cut traffic in city centres are unlikely to be included

INDUSTRY is increasingly worried about lack of progress in consultations with the Government over implementing new pollution control regulations in the Environment Protection Bill which will become law in October.

The Chemical Industries Association says it has had no meaningful talks with the Pol-

dah reminiscent of the run-up to a budget. All the same, the situation is not quite as gloomy as some environmentalists believe. There will some items that should make a useful contribution to reducing pollution.

lution Inspectorate which will police the new system of inte-grated pollution control. Ms Diane Brown, senior environment executive with the association, said: "We are just not getting answers to our ques-

The Confederation of British Industry is unhappy at the lack of progress in discussions

One solution that will be advocated is the introduction of tradable pollution permits similar to those used in the US. Under that system, a regulator sets a ceiling on the amount of pollution allowed for a whole

industry. Permits are issued to

between companies and pollution inspectors.

The bill requires industry to use the best available technology not involving excessive

It has been impossible in many cases to agree a precise definition of what that means for a particular process.

individual companies for their share of the overall pollution. The cleaner companies can sell their permits to the dirty ones, thus providing a finan-cial incentive for the worst offenders to improve their performance. Such market-ori-

assess energy efficiency.

Another likely item is energy labelling, enabling consumers to know the relative efficiency of electrical appliances. Training energy managers to encourage better use of energy in industry - a Japa-

nese idea - is also expected. "Least cost" planning for industry is unlikely to be included. Under such a scheme, a company proposing a new power plant would have to prove that it was necessary and that the capital involved would not be better employed in energy-saving measures.

Another reject is likely to be

Thatcher. Mr Wakeham has indicated

that there will be measures to encourage the conservation of energy. They are expected to include an energy auditing

scheme to enable industry to

proposals of the type urged by the Council for the Protection of Rural England for strict environmental assessments. Under that system, promotors of a new project would have to issue a statement saying what effect it would have on the surrounding area. EC regulations stipulate such testaceastic stipulate such statements in schulate such statements in some cases, but environmentalists complain the regulations are not being implemented.

The white paper is, however, expected to be very strong on the need to supply full information to encourage installation.

cost in order to reduce pollumation to encourage individuals to become environmentally conscious and save energy.

It may, environmentalists fear, contain exhortation instead of firm proposals. Mr Andrew Purkis, director of the Council for the Protection of Rural England, said: "We don't get any indication that the white paper is given to be white paper is . . . going to be a vision for something new."

MORTGAGE ARREARS and repossessions have risen dra-matically since the beginning of the year, according to a report being prepared by the Building Societies Association. One group of larger building societies is said to have experienced a 93 per cent increase in repossessions in the first half of this year, compared with the same period in 1989, while six of the ten 12 consistes reported of the top 13 societies reported rises of more than 60 per cent in the number of those two or more months in arrears.

The final figures for the report have not yet been completed, but they are expected to show that debt problems in the housing market are much more serious than has been generally believed until now.

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generally observed until now, and that one in every five home buyers may be experiencing difficulty.

This contrasts strongly with what building societies and other lenders have said on arrears and repossessions until

Over the past two years, they have generally claimed that there was little to worry about, with only 14,000 repos-sessions a year and about 53,000 bayers more than six months in arrears with their repayments.

As recently as last June, Mr Michael Bridgeman, the Build-ing Societies Commissioner, told the industry that the number of arrears cases of more



Moving house: but home ownership is failing to live up to expectations for many

than six months was still small, around 2.25 per cent of total mortgage lending. Despite this, warning signs

have been growing for months with some building society chief executives admitting privately that over 11 per cent of their lending was more than

two months overdue.

The Building Societies Commission has been prodding societies for many months to build up their capital to guard against a combination of high interest rates and a slowdown in the housing market.
Early this year, the BSC told societies to make special capi-

tal provision for arrears. This is 10 per cent of the value of all loans with accumulated inter-est that are more than six months in arrears.

The capital requirements for

new-style high-risk loans, such as non-status advances, lowstart mortgages and equity release schemes were sharply

Many of the new-style loans are believed to have gone dur-ing 1989 to mortgage customers who were in difficulties with another lender, usually a bank or a mortgage company, and switched to a new loan on easier terms with a building

society.
If mortgage arrears problems are as serious as many lenders believe, they will have implica-tions outside the industry.

According to one mortgage lender, the draft figures suggest between 10 and 20 per cent of mortgage holders are having difficulty meeting their commitments. Those hardest hit are those who bought their houses in the last three years.

The effects on the popularity of a government noted for its encouragement of home owner-ship could be profound if the situation does not ease before an election

#### **Bovis** and Richardson poised for **Europe**

By Andrew Taylor, Construction

BOVIS, one of Britain's biggest construction groups, and Richardson Developments, one of its largest private development companies are opening offices in Europe.

The moves have been spurred by the prospect from 1992 of free movement of goods and services between

goods and services between European Community coun-tries and by the recent easing of political tension and opening of markets in eastern

Europe. Bovis, the construction management arm of P&O group, is launching Bovis Czechoslo-

Richardson Developments is making its first foray into international markets by open-ing an office in Berlin.

The new Bovis company will be based in Prague and will seek construction management contracts throughout Czecho-slovakia for civil engineering, commercial developments, refurbishment and urban renewal work.

**Bovis already has operations** in Europe where it is manag-ing the construction of Euro Disneyland in France.

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## New Sunday paper to relaunch as a tabloid

By Raymond Snoddy

THE MAIN investors in the Sunday Correspondent have decided to put up new finance to pay for a relaunch of the quality newspaper in late September as a tabloid.

tember as a tabloid.

The decision, due to be ratified at a board meeting on Wednesday, means that it is increasingly unlikely that the paper will be closed and rolled into the Independent on Sunday the paper's wirel in the day, the paper's rival in the quality Sunday market. The relaunch could include a

significant role for Mr Robert Maxwell, publisher of Mirror Group Newspapers, as a minor-ity shareholder and printer of a colour tabloid version of the quality Sunday launched last

The Chicago Tribune, one of the Correspondent's main shareholders, has been in talks with the Independent but is increasingly disillusioned, and unable to reach agreement with Mr Andreas Whittam-Smith, chief executive of the daily newspaper.

The other main investors in the Corespondent are The Guardian newspaper, the Prudential and Globe Investments. The key role in the attempt to save the Correspondent as an independent title has been played by Sir John Nott, the former Defence Secretary, who

was hired as a consultant and adviser to the Sunday Corre-

It is believed that Sir John and Mr Nicholas Shott, chief executive of the Correspondent, had talks with Mr Max-well last week and that a confidential working party has been set up to see how Mirror Group Newspapers could print the tabloid Correspondent.

In return for agreeing to print the paper with the latest technology and to take advan-tage of Mr Maxwell's expertise in the production of tabloid newspapers, it is believed he would be offered a 7 per cent stake in the venture. At Wednesday's board meet-

ing, shareholders will be offered an alternative to a relaunch – a fully negotiated deal to sell the Correspondent to the Independent at £7.50 a share, in return for a 15 per cent stake in the independent.
All the signs last night were turn down such a deal and link up with the Guardian in back-ing the plan for a relaunch,

and £10m. The Sunday Correspondent is selling only 160,000 copies a week and may collapse unless it receives a financial injection.

## Securities houses battle over use of commissions

Richard Waters

A PRICE war has broken out between some of London's leading securities houses over so-called "soft commissions," a fast-expanding and controver-sial form of broking business.

The battle has prompted allegations of rule-bending against one leading house, Warburg Securities, making it the first test of the new regime to be unveiled today by the Securi-ties and Investments Board to regulate this area of the investment market.

Soft commission arrangewhich involve a broker refunding part of a client's commissions in the form of goods or services, have long attracted criticism from those who believe they are a form of "kickback" to win business.

The latest row has broken out over Warburg's decision to refund up to 83 per cent of commissions to clients in the form of services, as part of a battle to win a larger share of the soft commission market.

This is already estimated to account for anything between 7 and 20 per cent of all commission-bearing broking business in London.

In the language of soft commission brokers. Warburg is using a multiplier of as little as 1.2. In other words, of every £1.20 received in commissions, £1 is used to buy services for the client.

The standard multiplier used by other firms is around 1.8, meaning that 55 per cent of the commission is "refunded."



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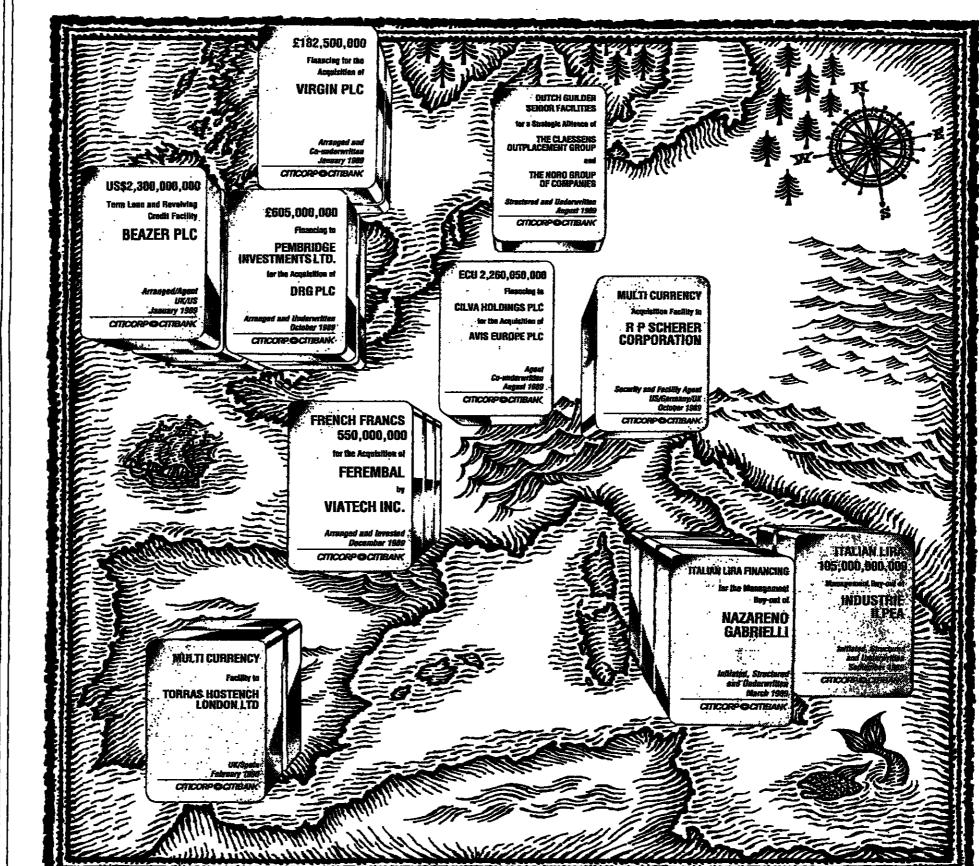
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oming late from the day's first appointment, Ian Smith, customer services director at the UK headquarters in Reading of US computer group, Digital Equipment, grabbed a telephone. He had no idea an object lesson in crisis management lay at the other end of the line.

His aim was to put back the 11 o'clock meeting with sup-porting executives at one of the company's offices in Basingstoke, some 20 miles away. But the number just buzzed bleakly for a minute or more.

Whereupon he slammed down the phone. Digital's good name depends on the Basingstoke customer services centre dealing promptly with over a million calls a year. Failing to answer a telephone within seconds is deemed a near-capital offence.

So while driving to the centre, he pondered what the pun-ishment should be. He decided that unless the staff responsible had a good excuse, they would be fired.

Their excuse was that they already had been. The building they worked in was burning

When electrical wiring overheated in the roof that March Tuesday morning, sod's law ordained that the first chunk of melting insulation fell in the one spot where it could blank out the sprinkler system. The flame raced through the raf-

The howl of the alarm at 10.15 found Phil Coventry, the facilities manager, in the middle of his monthly meeting with the centre's fire wardens. 'It took me a moment or two to convince them I wasn't playing a trick to wind them he says. Even so, the building was cleared of its 450 people in 3 minutes 40 seconds. Excitement soon gave way to shock, and Ian Smith drove up an hour later to see his staff slouched in silent huddles or wandering aimlessly about. The sight convinced him that the immediate need was for

directive management. Ordering a round-up of the centre's managers, he went to ask if he could borrow a room in the building next-door. Although it belonged to its competitor, ICL, the room was straightway supplied. With the fire still spreading, the first cri-sis-management meeting began. Inside half an hour it adjourned until 2pm, having set priorities for action - one, care for the people; two, get the business back on stream -

and had band-written a one-



# Fired with efficiency and instant recovery

Michael Dixon explains how Digital Equipment reacted when its UK customer services centre burned down

back together listing the busi-

ness effects of the fire. All

paper records kept on the

upper storey had gone, and only a few of those left on the

ground floor were usable. Also

lost were 17 computers with a

80m instructions a second and

Luckily, since Digital stores most of its data electronically,

the fire could hardly have been

better timed. The back-up

tapes recording the previous week's transactions had been

removed from the site for safe-

The 30 met again at 6pm and

besides discussing further details, they decided who

needed to carry on and who

could knock off. When they

reassembled on the Wednesday

it transpired that none of them

keeping the night before.

combined capacity to process

remember 50bn characters.

Photocopied by ICL, it told staff to stay safely at hand. A help desk set up in a second Digital building a quarter of a mile away was seeking accommodation for them in other company offices around. The desk also arranged for the handling of incoming calls which British Telecom, a customer, smoothly re-routed as well as sending mobile phones to the

Meanwhile Geoff Shingles, Digital's UK managing director, had arrived. After brief discussions, he returned to headquarters, leaving Ian Smith authority to decide whatever must be done. His first use of it was to assure staff they would be compensated for loss of cars and other possessions even if they were not insured.

The crisis team that met at 2pm had been expanded to about 30 people. Besides managers, they included specialists able to contribute to getting the business going again.

Textbooks would probably say I should have set up a team of about six people reporting to me, with a lower tier of half a dozen reporting to each of them, and so on,"

"But at times like that a through the night had lain chain of command is too slow. Instead of waiting to be told

awake worrying. By 8am on the Thursday the what to do, people have to be trusted to decide on their own staff now scattered around seven different buildings were once again using part of the best action, specify it, then get to work. We had a secretary destroyed centre's transplanted take down what everybody said they'd do. They all did it." computer system. They had access to all the data needed for "do-it-now" work on sales proposals, contracts and so on. With staff needs largely answered, at 4pm the team was

Eight hours later, other subsidiary systems were restored, and at the end of the day £10m worth of quotations had been produced and mailed. Three quarters of operating capacity was back on stream by the Sat-urday, and the rest came into use during the following week. Looking back on the swift recovery, Ian Smith happily credits much of it to good for-

One example was the entrance turnstiles installed in the burnt building which registered how many people went in. As a result, when the evacuation was ordered only a swift count was needed to establish that everyone was

A second example was the decision Digital made long ago to ensure that every fresh marque of computers it devel-

oped would be largely compatible with those produced before. The centre's systems could therefore be put back to work on a patchwork of equipment both new and old.

A third stroke of luck, he says, was that the company has a cohesive culture extend ing to all branches. It meant that the disoriented staff were made to feel welcome instead of interlopers when they were dispersed to other branches. One office appointed a local mentor to look after each new

A fourth was the contacts the facilities manager had fostered with local services. including the fire brigade. Even so, steps have been taken to make the liaison more frequent and closer. "If you have a building where special things go on, it's best to make sure people like the fire services know what they are," Phil Cov-

entry says.

Good management also helped in the recovery, and there Smith gives pride of place to his managing direc-tor's willingness to empower him to make all necessary decisions. "Although I'd have taken the can if I'd done anything silly, a big risk was involved for him too. I doubt that many chiefs would have delegated so completely.

"As for my own decisions.
I'm pleased with opting for a

large and loosely structured recovery team. And I'm glad that once we were back in business I put the word around that we still had to meet our budget for the quarter to March 31 – especially since, in the event, we beat it by about £1.5m.

Moreover, now the smoke has cleared, the customer services director sees the fire as in some ways a blessing. One benefit, for instance, is that the practical lessons have been incorporated in a catastropherecovery service which Digital now offering to customers. "Potentially, though, the big-gest benefit lies in the way the

crisis gave all 450-odd of us the sense of having a common goal, which isn't usually present in normal circumstances. Even though the staff are still scattered, they seem more of a team than they did beforehand.

'The lesson for managements is that when there's a business crisis, they need to present it to their people as though it was a fire - get it across that what size it is and who caused it are far less important than the fact that there is one. If a way can be found to do that, it'll solve a lot of problems."

# The need for master workers

Richard Rose suggests skill shortages are self-perpetuating

The major reason for increasing the demand in the UK for training shortage of skilled workers is also the biggest obstacle.
 Increasing the demand for training without increasing the supply of people qualified to train to high standards can multiply the quantity of nominally qualified workers - but

only by lowering standards. The British Government's dual system of vocational training for young people requires much on-the-job training. In West Germany this is possible because there are more than a million workers qualified as masters in industry, artisan trades, sales and office work. Whether a young person is training to be an elec-tronics specialist, a retail clerk or a butcher, there is an adult near at hand who sets an example of good workmanship.

Britain today suffers from the consequence of more than a generation of neglect of training workers. The average man-ufacturing foreman is likely to have finished his qualification before the electronic revolution, and people supervising workers in offices and shops have not had anything like the level of training common in the rest of Europe.

The Government proclaims that by 1992 every young worker should receive training and in five years' time half should reach Level III in the National Vocational Qualification. Labour has raised the stakes with proposals for a levy on employers which fail to provide sufficient training. The Confederation of British Industry is promoting a scheme to give training grants

to individuals to invest as they

think best. None of these pro-

posals to increase demand answers the supply-side question: who will do the training? The skill shortage in British industry means that a company's present workforce is unlikely to have the capacity to train masses of young recruits. In the absence of adequate on the job supervision. young people will be thrown back upon the day-release pro-grammes of technical colleges

The result of expanding demand without supply is that more young people would sim-ply secure low-level academic qualifications that they failed to obtain at school. If words have meaning, voca-

or similar institutions.

tional training should be different from education that schools provide. The National Council on Vocational Qualifications (NCVQ) is committed to this principle; it is accrediting hundreds of vocational qualifications that assess a person's practical capacity to make and do things.

The first priority in raising training standards is to create a cadre of master workers who can take the lead in on-the-job training. The pool of potential trainers consists of employees between the ages of 25 and 50 with an established occupation and experience of it.

To become well qualified, they need further training that promises a tangible pay-off to successful workers and their employers. German experience shows that master workers spend five-sixths of their time contributing to production and one-sixth in training others. They lead by example rather than by acting as a teacher.

Since the European standard for a skilled worker is a British Level IV qualification, on-thejob trainers should attain a standard superior to that. However, the NCVQ has not yet approved any qualifications at this advanced level. It should give urgent attention to this.

The first step a firm can take is to make an inventory of the skills of its present employees. The embryonic NCVQ system is intended to be competencebased; it asks people to demonstrate what they can do rather than how many hours of instruction they have received. It is also modular; an individual can pass tests in sequence in order to gain a qualification. Given the emphasis in Brit-

by-doing, workers should have an easier time passing tests based upon experience than pen-and-pencil tests of more abstract underlying principles. Secondly, companies must help their partially qualified employees gain the additional skills necessary to become fully qualified masters. To a

ish companies upon learning-

large extent, training facilities are already at hand in technical colleges, polytechnics, fur-ther education colleges, industrial associations and companies. Because the number wanting to upgrade skills would be far fewer than the number of unskilled young workers, organising the training of partially qualified employees should face fewer

such issues can be resolved. The truth is that by attempting

to walk the tight line between

the two factions on this issue

it has come up with a frame-work that will resolve very

On the matter of conveyancing, many rank-and-file members of the solicitors' profession will feel that the society

has not done enough to fight the clauses in the bill that give banks and building societies the right to offer conveyancing

According to Paragon, the

According to Paragon, the annual survey of law firms carried out by the Centre for Interfirm Comparison, conveyancing typically accounts for more than 40 per cent of the total revenue of provincial solicitors and more than 50 per cent for those in rural areas. The bulk of this is domestic conveyancing.

bottlenecks.

The amount of time required to become qualified as a master worker is much less than that required for an Open University degree.

The more skills an experi enced British worker could demonstrate in modular examinations, the faster he or she

could qualify. Part-time study should be normal for qualifying as a mas-ter worker, because of the shortage of highly skilled workers in firms and the need to maintain a strong relationship between theory and prac-tice. It also enables a person to earn a wage and make an increasingly valuable contribution to a company while pursu-

ing a qualification.

The cost of tuition can be met from the Government's education budget and the £2.1bn a year that it now spends - with limited effect on training. Companies should continue paying normal wages while workers will have to invest a lot of time outside normal working hours to attend classes and to learn new skills. Employees who want to get ahead and find that their employer will not meet the

costs of training will have a clear warning, abandon a firm that is stagnating or sinking and get another job. Employers which find that workers do not want to improve themselves will face stark evidence of the costs of past under-investment in human resources.

Paradoxically, the cost to a company becomes greater after an employee becomes fully qualified. Then an individual will expect increased pay. increased status, and increased authority. An employer should willingly give this.

The presence of a small number of master workers can have a multiplier effect within a firm, for they can take the lead in the use of new equipment, identify ways of improving work processes and, by tak-ing the lead in training young workers and adults, slowly but surely contribute to raising the quality of the British labour

> Professor Richard Rose, of the University of Strathchyde, and Gunter Wignanek are the authors of Training without Trainers? How Germany avoids Britain's supply-side bottleneck. published by Anglo-German Foundation, London, £11. ISBN 0 905 492 668.

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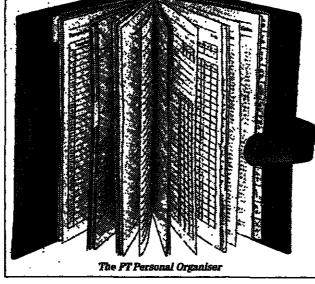
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#### LEGAL COLUMN

# in coming measure on courts

little.

services.

conveyancing.

By Robert Rice, Legal Correspondent

PRESSURE on parliamentary time means that the Courts and Legal Services Bill must now wait until the latter half of October before it reaches the statute book. The intention had been that the bill should receive royal assent before Par-liament rose for the summer

Now that it has reached report stage in the Commons, however, little scope is left for significant further amendment. What the profession sees now is what it will get, and on two issues at least - rights of audience and conveyancing -what the profession will get promises to be very disappoint-

ing.
The bill has survived largely intact. Neither the Bar nor the Law Society can claim to have made much progress in recent months. For all its support at Westminster, the Bar has achieved little by way of changing the fundamental aspects of the bill apart perhaps from a minor victory over the extension of the cab-rank

What has the Law Society achieved? The loss of domestic conveyancing in exchange for some vague prospect of extended rights of audience for solicitors in the higher courts?

The bill has resolved nothing in relation to rights of audience and the society knows it.
"Discussions on rights of audience have been much less fruitful (than those on conveyancing]." it wrote in its briefing for the Commons report "The risk remains that after

all the rhetoric of the last two years, the bill will settle very little. Progress on rights of audience could yet be frustrated by the reluctance of the judges to see the Bar's monop-oly weakened."

The society has failed to persuade the Government to incorporate into the bill its proposal that solicitors, on admission to the profession, should automatically gain rights of audience in all Crown Court proceedings except contested

It has also failed to persuade the Government to change the role of the four senior judges in deciding who should have rights of audience for various different categories of work from a decision-making one to a consultative one.

The bill still provides that the four designated judges will have to "agree" with any proposals for extending solicitors' rights of audience before they can come into effect.

The society is only too aware

that the judges, drawn as they are from the ranks of the Bar, will make it as difficult as possible for solicitors to make any significant inroads into the Bar's present monopoly over advocacy in the

higher courts.

"Leaving them with a decision-making role risks an unseemly wrangle between the judges and the majority of the legal profession, in which the judges risk being perceived as blocking the will of Parliament," the society says.

It is not at all clear that the judges will be unduly con-

judges will be unduly con-cerned about being seen as blocking the will of Parlia-ment. Indeed, there is every indication that they might take obvious delight in doing so. But the unseemly wrangle that the society envisages seems

The property market has already turned down sharply Who should take responsibility for this mess? It is hard to blame either of the protagonists for sticking to their guns.
It must rest firmly with the Government

inevitable. Any attempt to block extended rights of audience for solicitors will be challenged by judicial review in the High Court. We will then have a farcical situation of High Court. cical situation - of High Court judges (also drawn from the ranks of the Bar) being asked to rule on the reasonableness of decisions made by their senior brethren.

Nothing seems better calculated to reduce the standing of the profession in the eyes of the public. Who should take the responsibility for this mess? It is hard

to blame either of the protago-

nists for sticking to their guns. The responsibility must rest firmly with the Government. If, as originally stated, its intention was to give solicitors wider rights of audience as part of its plans to improve access to justice and the way in which legal services are pro-vided, then it should have had the courage to guarantee wider rights of audience for solicitors

with Halifax building society reporting house moves in 1989 down by a third from 1.8m to 1.2m. As a result, Paragon says, many provincial solicitors are already facing a sharp decline in their main source of revenue. By the time the conveyancing market picks up, solicitors will be competing against the might of the financial institutions for conveyancing business.

How many of them will go to the wall remains to be seen, but the consequences for the national network of solicitors' offices and for the provision of legal services across the country are proportionally discretely.

legal services across the country are potentially disastrous.

This is not a point that has been entirely lost on the Government in relation to Scotland. There, in a last-minute change of heart, the Government decided to exclude financial institutions from those permitted to offer conveyancing services.

The state of the s

relation to many areas of England and Wales? Was it perhaps that the Law Society did not make a big enough fuss about it early enough? Certainly, it is too late at this stage to hope the Government will change its mind.

When the solicitors' conveyanging monopoly for the solicitors'

ancing monopoly first came under attack in the early 1980s, the society made a great song and dance about it, particu-larly in its dealings with Par-liament. It was all to no avail and the monopoly was swept

There was a school of thought at the time, however, that felt that had the society that felt that had the society not made quite such a fuss it might have had a more sympathetic hearing. This time, therefore, the society determined to take a more softly, softly approach on the reforms. It is arguable that this approach has been equally unsuccessful. At times it has seemed that the profession was alarmed that the society did not appear to be doing enough

not appear to be doing enough to persuade Parliament of its Whether a more aggressive approach would have made any difference we shall never know. What we can be sure of is that the society, and solution tors in general, seems to have little to show for its efforts

over the past two years.

It is tempting to say that the profession was on a hiding to nothing, anyway, but the Bar at least has emerged as a fitter and leaner organisation, more capable of facing up to the challenges of the 1990s.

The Bar will say that change was in the wind, anyway, Fair

was in the wind, anyway. Fair enough, but the bill and the whole debate on legal services and the structure of the profession has hastened such reforms as the library system, the funding of pupillage, the introduction of continuing education, the drive to attract international work, direct access, the formation of specialist associa-

tions and even advertising.
Too much has been made of
the prediction that the bill would sound the death knell of the independent Bar. In time it may disappear, but it is not going to happen overnight.

The truth is that the Bar can

look to the future with a cering services.

Why, one wonders, has it which is more than can be said chosen to ignore the risk in for a great many solicitors.

RAVEL, READING age in writing about "seemliness," what constitutes good and bad taste, and his awareness of the dangers of fame. quantities of good food and wine, make for the best kind of summer. It is a time to forget the debates and the depressing antics that go on around the edge of architecture; time to search for quality. Architects are inveterate tourists but too often they seem to carry too much baggage with them. To help the eye-opening process the publishing industry has been hyper-active in its produc-tion of architectural books.

This year there is a lot of attention being devoted to the newly rediscovered and thriv-ing hive of Glasgow. The offi-cial designation of the city as European City of Culture 1990 must have helped the new offi-cial awareness of the quality of its built environment. Sud-denly Charles Rennle Mackintosh is king of the city - and it is the same city that was once prepared to ignore, and

even destroy, his work.
All the recognised experts on
Mackintosh have combined forces to produce a volume of Mackintosh's own little-known thoughts on architecture, Charles Rennie Mackintosh, The Architectural Papers, cdited by Pamela Robertson and published by White Cockade Publishing in association with the Hunterian Art Gallery, University of Glasgow, (£15.95, 240 pages).
Mackintosh's writings are

lew and sometimes greatly influenced by the heavy Ruskinite air that he breathed. But they are fascinating because he was not afraid to talk about the need for artistic independence, but it is an independence only to be enjoyed alongside a parallel respect for tradition, the vernacular and local influences. I like his cour-

**BOOK REVIEW** 

There are six lectures and a diary of Italian travels and sev-eral previously unpublished drawings. He comes across as a thoroughbred artist in every aspect and he has been well aspect and he has been wen served by the interpretative essays of Frank Arnel Walker on Mackintosh and the Scottish Baronial style; Pamela Robertson on his Italian travels; James Macaulay on the fascing influence of Fligs. fascinating influence of Eliza bethan architecture; and David Walker and Robert Macked on Mackintosh's own thoughts

Colin Amery

leafs through some recent

publications

and writings. I liked the pre-sentation of this book, which is produced by a new small pub-lisher who wants to concentrate on architectural and design history. It is also encouraging to note that the book is sponsored by an archi-tectural firm, SBT Keppie, the firm that incorporated Mackin-tosh's old firm of Honeyman

and Keppie.

Serious study of Mackintosh and the publishing of original material is a useful antidote to the superficial application of Mackintoshiana on so much of the new commercial architec-ture in Glasgow. It will be fas-cinating to see the "House for an Art Lover" that is being built in Bellahouston Park, Glasgow - a competition design from 1901 that was not built. Can the quality of Mackintosh's original thought be

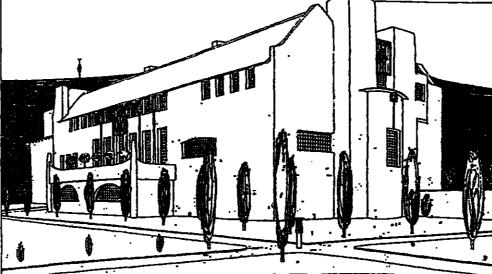
built from drawings 90 years

later? We shall see in September.
Anyone visiting the city of Glasgow during its cultural Glasgow during its cultural renaissance year should have under his arm the recently published Pevsner. The Buildings of Scotland, Glasgow, by Elizabeth Williamson, Anne Riches and Malcolm Higgs, published by Penguin Books in association with the National Trust for Scotland (2007) 200 Trust for Scotland (£20, 700 pages). This book is incredible value because it deals comprehensively for the first time with the architecture of the entire city and to walk with this volume is like walking along with three scholarly friends. The city that is endowed not just with Mackintosh, but an intact 19th cen-tury "merchant city" of remarkable quality and the ever glorious work of that true

For quiet summer reading under the cedars in the garden of your Georgian rectory, there the perfect book, Life in the Georgian Citu, by Dan Cruick-shank and Neil Burton (Viking, £25, 288 pages). If you are, as these two authors are, completely fascinated by the accurate historical detail of how people lived everyday lives in 18th-century cities, then this is your book. It should really have been called "Life in the Georgian London house," because that is the

genius Alexander "Greek'

subject of much of the book. The detailed case studies are, in fact, of Mr Cruickshank's own house in Spitalfields and Mr Cruickshank's offices in London's Queen Anne's Gate. He has an intimate, almost obsessive knowledge of the detail of construction of London's standard Georgian houses. The great pleasure of this book is that it adds to the architectural detail a signifi-



Mackintosh's "House for an Art Lover", only now being built cant quantity of original research about how life was

lived. Domestic rituals breakfast, dinner, supper and the rest - are all described from contemporary accounts. There is also a great deal of new information about areas of life that often inspire curious questions, usually unanswered. All the plumbing is described in detail, for example, as is the collection of "night soil" and the location of cesspits and privies. In the same way that

Saint-Simon's detailed diaries revealed all about life with Louis XIV at Versailles, these authors give equal coverage to elegance and odours. The result is undoubtedly one of the best books on life in the 18th century London house to have been written. It is also beautifully illustrated.
In parallel to this book I enjoyed reading Bedford

Square: an architectural study,

by Andrew Byrne (Athlone Press, £35, 166 pages) which is an elegant study of one of the finest Georgian Squares in the world. It is a polgnant book about the residents and the houses of a square that is now tragically occupied largely by word processors, computers and telephones in the day time

and by shadows at night.
Our search for architectural enlightenment should probably go beyond the disposal of the night soil of Georgian London, and in this season's crop of new books architectural theory is much in evidence. Modernity and the Classical Tradition, by Alan Colquhoun (£22.50, 268 pages), is a collection of thoughtful essays by one of the very few practising British architects, who makes a useful contribution to the academic contribution to the academic debate. It may initially appear

rather daunting, particularly three more essays on Le Corbu-sier, but it sheds a deal of light on the reasons for contemporary architecture being the way it is.

Places of the Soul, by Christopher Day (Thorson, £12.95,192 pages) is a good challenge to the kind of thinking embodied by Professor Colquhoun and so many architectural schools. This architect author has rejected most modern theory and feels that nature, architec-ture and the spirit should all work more closely together. Although the influence of Rudolph Steiner is strong here, particularly when it comes to the healing properties of shapes and colours and the power of natural geometry, this gentle book offers a route out of the nightmare of so much callous modern construc-

## CBPO/Rattle

ALBERT HALL, RADIO 3

In the interval talk of the Prom relay on Saturday the com-poser, John Adams, observed that he might be said to dis-play two personalities in his music: one serious, the other engagingly described as the "confrontational, wacky, trick-ster, vernacular" Adams. A shame that he did not tell us which side of his dual person-ality is dominant in the piece we were about to hear.
Adams's Harmonium for cho-

rus and orchestra was first per-formed in 1981. Ostensibly the work is a setting of American poets, though its layout in contrasting movements almost makes it feel like a choral symphony, if such a thing is con-ceivable for a composer as close in his ties to the minimalists as the American Adams. At the very least it brought to mind an orchestral score on the lines of Debussy's Noc-turnes. It is difficult to believe there is anything of the "trickster" Adams lurking behind its

The great beauty of Harmo-nium is the way it sets out its ideas openly and honestly so that each new sound seems to arrive in spacious surround-ings, a style of composition that shows impeccable discrimination in the placing of every harmony or wisp of melody. The opening of the second section, for example, was pure enchantment: dark words by

Emily Dickinson intoned by the City of Birmingham Sym-phony Chorus and Simon Hai-sey Singers over the sombre throbbing of lower strings, haunting in its veiled colours. Elsewhere Debussy-like siren voices celled over elitering. voices called over glittering orchestral textures. Let us

orchestral textures. Let us hope they lure more conductors to the piece, for it is a major work and deserves to be heard again.

Appropriately enough the Adams was introduced by Debussy's own Rhapsody for clarinet and orchestra, played with due sensuality by Colin Parr and supported by the Parr and supported by the same rich and atmospheric sounds that Simon Rattle and the City of Birmingham Symphony Orchestra brought to their recent all-Debussy

orchestral disc.
In the first half a light bulb fell on to the platform with an explosive crash, but that was really the only sense in which this performance of Brahms's Fourth Symphony could claim to be called electrifying. Rattle's Brahms is measured,

with proper concern for weight and density of sound, but the sense of a performance in which every note matters, so memorably achieved by conductors like Sanderling and Jochum, as yet eludes

Richard Fairman

## BBC Philharmonic Orchestra

ALBERT HALL, RADIO 3

For those who are unable to get out in the summer the Promenade season must come as an enormous boon. A day as an enormous boon. A day spent inside while everybody else is able to enjoy the fine weather can only look a more attractive prospect when one knows that the evening will bring a live Prom on the radio.

Stricken by a virulent summer 'flu, I decided to listen to last night's concert on Radio 3. The quality of relay that the BBC obtains from the Albert Hall has always been good and the sound in the opening item, Elgar's transcription for orchestra of the Fantasia and Fugue in C Minor by Bach, was in the best tradition of the house, splendidly ample and free, without losing an exces-sive amount of detail.

In the Wesendonck Lieder a most effective position in the aural spectrum had also been found for the soloist, Delores Ziegler. Although this Ameri-can mezzo has made her name primarily in Mozart operas, the voice seems to admit no short-fall in stamina or amplitude when it comes to Wagner.

The words might count for more, but her singing of the by a wide range of colour, glo-riously so in the final "Traume". There were only a couple of climaxes where Edward Downes and the BBC Philharmonic Orchestra drow-ned her, though it would have been preferable to hear how the balance really was in the

The main work on the programme was Elgar's Second Symphony, a favourite of this conductor and orchestra.

Downes offers good sense
Elgar, purposeful and strongly
defined, rarely stolid in what is mistakenly thought to be the English tradition.

There is an argument for pushing the opening move-ment of this symphony along with more speed, as is done in the electrifying early recording by Boult, to be reissued on CD next month. But Downes has his own way with the score, choosing comfortable speeds at which articulation will be clear and then digging into the

The central episode of the scherzo, an unleashing of awesome forces, was as terrifying as I can recall.

Richard Fairman

"IT MIGHT well be a *yupa*," writes Christopher Tadgell about a particularly dodgy Buddhist excavation in an early chapter of The History of Architecture in India, which he dubs an "introductory synthesis." This is definitely not an introduction for the unknowing, but a state-of-the- art summary, an erudite reference

book for students in the field. The discourse of Indian architecture has festered for a century under the long shadow of James Fergusson's History of Indian and Eastern Architec-ture and its later apologists. This view was eloquently debunked by Thomas R Metcalf in his recent book An Imperial Vision. In the present volume, Christopher Tadgell has taken care not to follow the typology of "Buddhist,"
"Hindu" and "Islamic" architecture proposed by Fergusson

in the spirit of Victorian reli-gious determinism. Instead, he constructs a

methodology of dynastic histories in tracing the very complex chronology of architec-tural development and cross-influences on the subcontinent. This is the demo-cratic method of contemporary Indian architectural scholarship: there is no overriding view of great classical achievements and periods of decline, beloved of the Victorians.

Tadgell does not foreground any one period of Indian history at the expense of another. The great medieval achieve-ments of the Chandellas at Khajuraho are clearly placed in the context of other builders of the period. Southern architecture is accorded as much importance as Northern temple styles, secular as much as reli-gious building.

Tadgell concentrates very strictly on architectural analy-sis and description, which is rather problematic in terms of the amazing synthesis between architecture and sculpture that is the Indian achievement. There is little description of figurative sculpture but the strictness of methodology allows Tadgell on the one hand to avoid the heavily symbolic interpretations of scholars such as Stella Kramrisch and John Irwin, or on the other hand the convoluted iconogra-phical listings beloved of Indian scholars. Tadgell's main concession to symbolism is a fondness for water cosmology" - and the book is by no means dry. His main area of research is French classical architecture, and he writes about India with verve and enthusiasm which speeds one through the his-

to examine the underlying religious aspects of Indian pre-his-For the rest, the book is very thorough, clear and unbiassed with many unusual illustrations and useful sections if not

ARCHITECTURE IN

The dynastic history of patronage becomes more explicit when Tadgell deals with the period of Muslim invasions and influence. Here again, the provision of a rich context of regional variants serves to enrich one's grasp of the great Mughal achieve-ments. He is particularly good in tracing the historical influences on Mughul architecture and he illuminates the Indian passion for elaborating palaces and building new capital cities. Inevitably the chapter on "Lake India," which covers an enormous range of styles and types of building, is rather sketchy. This is an area where there has been a lot of recent scholarship of a very detailed kind. Tadgell is generous in his acknowledgement of other scholars, and illustrates con-troversial datings and issues wherever possible in the foot-

However, this is strictly a formal chronology, in no way a speculative history open to social readings in the spirit of European "new art history." Rather, it represents what might be called "the new ency-clopaedist" approach in its attempt at uninflected analy-

Deanna Petherbridge

# Soviet Choreographers in the 1920s

Meyerhold's Eisenstein's films, Tatlin's monument to the Third International: these icons of their time make it all too easy to consider the early Soviet avant-garde as cut from whole provocative. But in reality the arts were not equal in the revohution's eyes, and ballet, bur-dened with an elitist image and the strongest ties to the monarchy, adjusted to the changing world with difficulty. Elizabeth Souritz recounts that change in Soviet Choreographers in the 1920s, a translation into English of a study published in Moscow in 1979.

draws on a tradition of historiography familiar from Alexandre Pieshchevev's Out Ballet, a late-imperial chronicle devoted primarily to the official ballet in St Petersburg. In both accounts a business-like, dignified approach - dates, biography, scenarios, public response - masks in its simplicity a profound erudition

and sympathy for the topic. Souritz's cast of characters is large, her repertoire exten-sive and the conditions she describes – in which ballet survived the first years of the new regime - daunting. She deals with names familiar in the west, such as Fokine and Balanchine, and with little-known Soviet figures as well, all in passing to reach the three choreographers to which

ernised the old and worked hearken to the angelic song. best with narrative, Hasayan Goleizovsky, who rejected the old and favoured a "miragelike illusion of phenomena" sometimes tinged with the erotic, and Fyodor Lopukhov, who preserved the old, maintained a classical basis in his new choreography and sought musical score in dance.

CHOREOGRAPHERS IN THE 1920s by Elizabeth Souritz, translated by Lynn

Visson Boks \$29.95, 356 pages

In the few years left to him after 1918 Gorsky was vieuxgerare, like Fokine venerable, but important mostly as a transition figure whose work opened the way for later developments. Goleizovsky was the most intriguing for his rejection of plain logic, his ability "to see the soul of a thing under the covering in which it appears to everyone," and the propensity of his ballets to project meanings beyond the limits he set for them. Hints of spirituality may be detected in the visionary quality of his work, in the story of "Joseph the Beautiful" and in the duet called "Prologue", based on

Lopukhov is least problematical of the three, turning to folklore and ethnicity after his grandiose symphonic ballet had failed. Were it not for the gratuitous absurdities which find their way into his work one could imagine his ideas being accepted sooner and more vigorously than they

The fate of these choreographers is largely one of heroic failure and vexing non-fulfil-ment, their paths barred by physical and philosophical obstacles which Souritz's data substantiate. Of the obstacles, the awful privation of the first aging in the long term. The central problem is one that Richard Wagner had identified in Opera and Drama 70 years before: the goal of art, and the means by which it is to be achieved, were being confused. But Wagner kept his eye upon the end as he condemned the means, while early Soviet crit-ics so concentrated on faulting the means that they never

clearly identified the goal. At a time when new lan-guage was the mark of revolutionary art, ballet was caught between a classical vocabulary too readily associated with the old order and alternatives which risked indictment for being obscure or dilettante. Moreover, the emergent Ges-amtkunstwerk, in which dance co-mingled with the newest experiments of the visual arts, was still anachronistic with

respect to music, if Medtner and Scriabin - to say nothing of Grieg, Bizet and Schubert were at the cutting edge.

This pervasive disjunction evades Souritz. Indeed, she omits mention of the one score from the period that most western readers would know -Alexandre Mosolov's Iron Foundry, initially commissioned by the Bolshoy Theatre

for a ballet called Steel. Soviet Choreographers in the 1920s is handsomely illustrated; a spot check reveals the translation to be clear and fluent, if occasionally unidiomatic in English. As prose, the book demands its reader's close attention. In addition, western readers may feel shortchanged by the supplemental footnotes, which fall well short of providing the background that Souritz surely expected her original audience to have.

In the end, political cataclysm did not sweep away the legacy of the world it replaced, as its synthetic call for the new could not be answered without that transfiguration of remem-brance which lies at the heart of innovation. At one point Souritz concedes that evolution, not revolution, ultimately showed the way. In the closing pages she even attributes to Lopukhov, only half in jest, the slogan "Forward, together with

One wonders what Lenin would have thought about

Roland John Wiley

## Julia Fordham

#### SADLERS WELLS

Julia Fordham brought her gang to London on Saturday night and a fairly good time was had by all. The star prenight and a fairly good time was had by all. The star pre-tended to be shocked by the daring fans who shouted out their love or requests – "I don't know why I put up with you" – but really she is a jolly captain of games and we are her adoring admirers.

There is much to appreciate. Her voice is strong and sensitive, with a tremor in it recall-ing Joni Mitchell in her more gushing periods; her songs dwell relentlessly on love, its downs as much as its ups, but from a quirky, unrelenting angle. She has a five piece band who give her some comph without detracting from lies mainly in her personal mystery - this pretty blonde with a wide smile and a reassuring middle class accent hints at sexual ambiguity. This tantalising tightrope adds a frisson to what would other wise be just another young singer-songwriter wearing her

two songs that are aimed at the charts and her latest mate-rial has wider horizons than the minutiae of battered rela-Julia Fordham has been spotted; she is being groomed; her personality may be best suited to present Blue Peter, but her voice is directing her towards the stars. Soon the questions must be answered,

dreamland and CD-land. They are with her all the way, a way that seems to be leading from a

cult following to a more com-mercial stance. She brought

Jeffrey Williams to join her in

end a teasing Julia Fordham could still hint at forbidden fruits, but the future looks like a career in cabaret, even on Blankety Blank.

Antony Thorncroft

#### WNO plans three new productions

The Welsh National Opera is planning new productions of La Fanciulla del West, Count Ory and Rigoletto for its spring and summer season of 1991. Aidan Lang will produce Rossini's Count Ory and the cast will include Peter Savidge, Peter Rose and Janice Watson, conducted by Carlo Rizzi. *Ory* wil be sung in English, but Puccini's La Fanciulla del West, a co-production with

be performing in towns and vil-lages from Flensburg in the north to Lueneburg in the south. There will also be master classes.

The festival's own orchestra, with 120 members from 22 differ-ent countries, will train through

out the summer in Salzau with

out the summer in Salzau with five different conductors - Sir Georg Soltt, Christoph Eschen-bach, Jiri Belohlavak, Paavo Ber-giund and Semyon Bychko - and will be performing 10 concerts during this festival. Soloists include Alban Berg Quartet, Igor Oistrach, Natalia Gutman: Boris Pergamenschikov. Hebrich

Schriet, Nathus Committee Bors Pergamenschikow, Heibrich Schiff, Olaf Baer, Dietrich Fisch-er-Dieskau, Hermann Prey, Peter Schreier, Arleen Auger, Christa Ludwig, Rudolf Buchhinder,

Barry Douglas: Katia and Mar-telle Labeque, Murray Perahia and James Galway. The pro-gramme ranges from Bach to Beethoven, Brahms to Bruckner, Mahler to Mozart, Tchalkovsky

stein Musik Festival Postfach

Grec 90: This outdoor festival, mainly staged in Barcelona's Greek theatre, is coming to an

3840, 2300 Kiel Tel (0431) 567080.

L'Opera de Nice, will be sung in Italian and directed by the Romanian, Petrika Ionesco. Rigoletto will also be sung in

The spring season also sees a revival of Goran Jarvefelt's production of La Traviata, and Andre Engle's production of Strauss's Salome as well as his new production of Carmen, which opens this September, continuing to the 1991 season.

July 27-August 2

Mei Torme. With the John Dankworth Trio. Barbican Hall (Thur) (638 8891).

#### Parls

Quatror Anton. Schubert. S. Cubaidulina, Mozart (Tue). Audi-torium des Halles.

Musica Treize conducted by Roland Hayrabedian. Ohana, Berio, Xenakis, Nono (Thur). Nôtre-Dame du Travail, 59 ruev-ercingetorix, Metro Pernety (48049801, answering machine in English - 47208898).

Plano festival including all Bee-

Festival Midis-Minimes: Jazz and classical lunchtime concerts at Egiise Saints Jean et Etienne

Minimes.
Summer festival: Brussels Festival Orchestra conducted by Robert Janssens with Greta de Reyghere (soprano), Claude Massoz (baritone), World Youth Choir '90 conducted by Denis Menier, Brahms's German

tom. Monteverdi's Vespro della Beata Vergine (Sat) (050/44 86

Bruges, St Jakobskerk, The King's Consort conducted by Robert King with James Bowms

prous from which will go towards reconstruction of the city. The festival is directed by Kari Steff-Wolfsjaeger and staged in the original houses of Goethe, Schiller, Liszt and Bach, who are the central themes of the four-week event. Among the ortthe Weimar Theatre Ensemble (0228/693969; fax 695156).

#### Schleswig Holstein Fes-

This year's 5th Schleswig Hol-stein festival, initiated and directed by Justus Frantz is an important event for this region and has been enlarged to nearly 180 concerts in 32 different ven-ues. World class musicians will

Mostly Mozart Festival. The Classical Band conducted by Trevor Pinnock, with Lowell Greer (horn), play Schubert and Mozart. Mostly Mozart Festival Orchestra conducted by Gerard Schwarz with lizhak Perlman (violin) play Mozart and Schubert. Cleveland String Quartet in a programme of Mozart and Schubert (Thur). Avery Fisher Hall, Lincoln Center (874 6770). Mostly Mozart Festival. The

National Symphony Orchestra conducted by Randall Graig Fleisher with Michael Feinstein (piano and vocals). Music from Hollywood. Wolf Trap Festival (703 255 1986).

and Tchaikovsky (Thur). High-land Park (728 4642).

# ARTS GUIDE

Nash Ensemble. Haydn, Franck, Ravel (Mon). Auditorium des

torium des Halles.

Agnes Mellon, Monique Zanetti
(sopranos), Kaori Uemura (viola
da gamba), Christophe Rousset
(organ). Couperin (Wed).

Musica Treize conducted by

Plano reserval inciding an sec-thoven's sonatas. Concerts by Nikita Magaloff, Kenneth Gilbert, Nelson Freire, Gulda, Oppitz, Orozco, Bachkirov and with Brueggen, Herreweghe as conductors. August 1-23 (40411127).

Requiem (Fri). Cathedrale Saint Michel, Parvis Sainte Gudule. Festival of Flanders. Bruges, St Walburgakerk. New College Choir Oxford, The King's Consort conducted by Edward Higginbot-tom. Montewerdit's Veguro della

(counter-tenor). Italian Baroque Music. (Sun). Capilla Vocal Al Ayre Espanol and Mateus and Eduardo Lopez-Banzo Instrumen-tal Ensemble. 18th Century Span-ish music (Mon) (050/44 86 86).

Restival Incontri in Terra di Siena. Chamber music concerts organised by cellist grandson of the novelist Iris Origo in and around the family home at La Foce. Ends August 4. (0578 64050).

#### New York

Ivry Gitlis (violin) plays Bach and Bartok, Casals Hall (Mon) (496 0959):

London

La Roque-d'Antheron

Cultural Festival (July 16-Aug 11): Weimar, the centre of Ger-man classical culture, is staging the first pan-German festival, profits from which will go four-week event. Among the artists appearing are Eva Lind, Alan Titus and the Bavarian Radio Orchestra, under Ralf Weikert, Rudolf Buchbidner, Barry Douglas, Alexis Weissenberg, Will Quadflieg, Relmut Lohner and the Weimar Theatre Encemble

# end. The Quartet Barroc will be playing Vivaldi, J.S. Bach, Oliver y Astorga on Tuesday. Placa del Rei (318 25 25).

Ravenna festival. Ends July 31, with Ann Murray, Carol Vaness, Samuel Ramey and Gosta Winbergh singing arias from three Mozart operas accompanied by pianist Robert Kettelson (Tues) (32577).

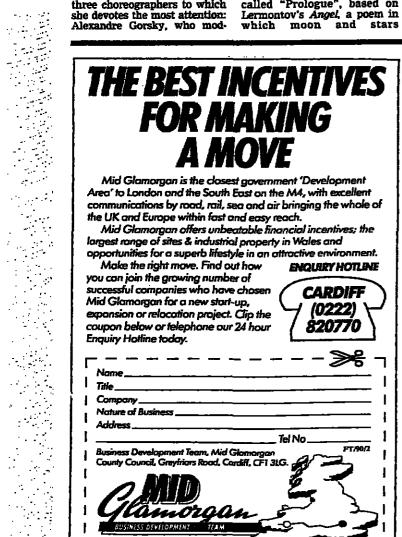
Ravinia Festival. Russell Sher-man (piano) in a Beethoven recital (Mon); Chicago Symphony Orchestra conducted by Valery Gergiv with Yuri Bashmet (viola) in music by Prokofiev, Schnittke and Tribalkowsky (Thur). Mech.

Architecture in India

tory, even though the language is very technical. The early chapters of the history when Tadgell is required tory are the least successful.

# THE HISTORY OF

by Christopher Tadgell Architecture, Design and Technology Press £65. quite enough plans and maps.



## **FINANCIAL TIMES**

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Monday July 30 1990

# Fixing the price of oil

Petroleum Exporting Countries has worked hard in recent years to convince the world that it is a moderate group capable of making a positive contribution to the world economy. It still has more convinc-

ing to do.

The meagre fruits of its efforts at persuasion were nearly destroyed at a stroke last week when Iraq's President Saddam Hussein moved his troops to the Kuwait border and demanded roughly a 50 per cent increase in the price of oll. Until then, President Saddam's oil minister, Mr Issam al-Chalabi, had been prominent among those stressing Opec's moderation.

In the end compromise prevailed at the Opec meeting held last week. Strident calls for \$25-a-barrel oil were defeated and Iraq agreed with the others on a \$21 target price, to be achieved by modestly restricting the supply of Opec

It is natural for Opec to seek a better price for oil, especially at a time when the dollar the currency in which the oil price is fixed - has been falling. But the Opec countries must remember that they too are part of the world economy and cannot defeat its laws. The extreme fluctuations in oil prices over the past two lecades, caused in part by Opec behaviour, have imposed a large cost on the international economy. A good part of this cost was in the end borne by the Opec members them-

#### Exaggerated cycles

The extremely low energy prices of the past four years were a natural consequence of Opec's successful efforts early in the 1950s to keep prices artificially high while demand for its oil fell rapidly. These prices were finally unsustainable and the market collapsed.

Both high and low price periods have sent the wrong long-term signals to producers and consumers. Recent low prices have encouraged a rapid growth in consumption while discouraging investment in

Cycles in a commodity industry are unavoidable, but there is no reason for these to be artificially exaggerated especially when the commodity is as important as oil. Opec would strengthen its

THE ORGANISATION of claim to respectability if It could avoid contributing to price lurches when attempting to satisfy the revenue needs of its members. On this front, at least, there were encouraging signs at last week's meeting that more of Opec's members are beginning to understand the imperatives of the market.

#### Blaming others

Opec was once again unable, however, to avoid blaming the world for problems of its own making. To say, as Opec's president. Sadek Boussena, did. that non-Opec producers bear some responsibility for difficulties in the market is to ignore the fact that Opec itself has been unable to keep its own members in line.

They have repeatedly signed voluntary pledges with each other only to violate them with abandon. More disturbing were the Iraqi military threats, before the meeting, against its fellow members Kuwait and the United Arab Emirates. Iraq's anger stemmed in part from the way its neighbours helped drive down oil prices by cheating on production quotas. But this cannot justify the threat to take military action. Iraq's militancy will help make the new Opec production agreement stick. Yet no one will believe that an Opec ruled

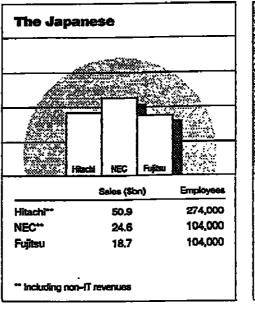
by the gun can promise stabily, moderation, or reliability. The immediate impact of the new proposed price on the world economy is likely to be modest, but negative. It will be softened for many countries by the dollar's weakness; and despite Iraq's threats will inevitably be undermined by overproduction by individual Opec

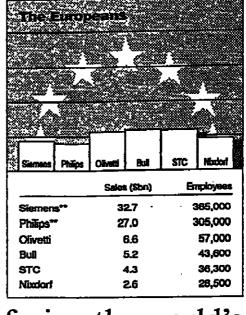
For the UK, however, poised on the brink of entering the uropean exchange rate mechanism (ERM), the consequences are more complex. The UK's role as an oil

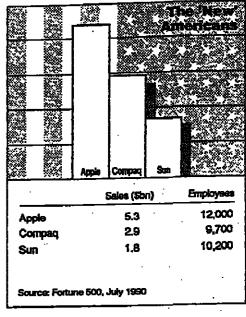
exporter, though diminished, may push up the level at which the pound enters the ERM, which would be good for inflation but bad for corporate prof-

More likely, however, is that there would be little change in the rate at which sterling joins the system. The inflationary impact of the oil price rise on the UK would thus be as great, or as little, as for any other member of the ERM, Britain's oil-exporting status notwith-

#### 300 200 Unisys Employees Sales (\$bn) 383,000 63.4 IBM 126,000 DEC 129 11.9 95,000 82,300 10.1 Unisvs 56,000 NCR 5.9







Alan Cane on the formidable challenge facing the world's computer makers

# Only the nimblest will survive

n the 10 days since the news broke that STC had agreed to sell up to 80 per cent of ICL, the UK's largest computer maker, to Fujitsu of Japan, reactions from around the world have ranged from the despairing and hysterical to the iubilant

Within the UK, there has been the customary resignation at the "loss" of another national champion. The deal, the terms of which will be announced today, has also touched a raw nerve among ICL's European competitors which had hoped that, after more than a decade of painful restructuring. Europe's computer industry would be in better shape to take on the Americans and the Japanese.

But the issue goes well beyond Europe. The ICL deal is only the latest evidence that the worldwide computer industry has changed out of all recognition in the past few years, in ways which are poorly understood both outside and inside the business but which are having a drastic effect on the profitability of manufacturers in Europe and the US. Japan is buffered from the full effects for the moment by virtue of its buoyant economy but its makers will eventually face the same dilemma. For traditional computer companies, survival has become the principal issue.

The reasons for the poor performance of Europe's indigenous manufacturers have been well rehearsed: they are handicapped by insularity, by an inability to find adequate economies of scale and by a singular lack of innovation. Virtually all the main developments in modern data processing, from the personal computer to packaged software, have come from the US and are now coming increasingly from Japan. The European makers represent no threat to International Business Machines, the world's dominant computer maker, Japanese computer manufacturers are its only effective competition today.

Europe's trade deficit in data processing equipment, only \$2.2bn 10 years ago, is now more than \$12bn and is predicted to reach \$17bn by 1993. Efforts to find critical mass through mergers between Europe's small players have consistently foundered, usually over issues of management and control. Siemens of West Germany says it has had serious discussions over co-operation with ICL three times in the past 10 years, none of which bore fruit. Attempts to weld together ICL, Olivetti of Italy and Nixdorf of West Germany similarly came to nothing. Now ICL's defection to Fujitsu has finally put paid to ideas

of a pan-European computer company and left behind awkward questions about ICL/Fujitsu's continued role. Ironically, in view of its impending sale, ICL has been the most profitable of European computer companies in recent years. It is accepted as a leader in the rapidly growing business of systems integration which most industry observers believe will be the key to profitability for computer mak-

ers in the 1990s. Systems integration has only assumed its present significance in the past two or three years as customers have started looking for strategic computer systems to run their business - a giant step beyond the conventional use of computers for accounting, payroll and personnel

In comparison to the gloom in Europe, Japanese industry and media are triumphant. They see the ICL acquisition as an important staging nost in their ambitions to become the world's leading suppliers of data processing equipment, a grand design they have pursued against heavy odds since the 1950s.

Now the three leading Japanese computer companies each have a significant mainframe marketing chan-nel to the West. Hitachi sells both through its subsidiary Hitachi Data Systems and through Comparex, a

ICL's history takes in most of the great names of the British electronics

industry. It traces its origin to the

UK subsidiary of the US Tabulating

Machine Company (TMC).
TMC and BTM were incorporated

by the US citizen Herman Hollerith.

who invented the punched-card

tabulating machine in the 1880s.

BTM merged with the Powers

in 1958 to form International

Computers and Tabulators: with

the advent of the digital computer

in the 1960s, BTM merged with English Electric Computers – itself an amalgam of a variety of computer

interests including those of Marconi

In 1976, ICL strengthened its

position in smaller machines and

Samas Accounting Machine Company

TMC became, eventually, International Business Ma

BTM became ICL.

formation in 1907 of British

Tabulating Machines (BTM), the

joint venture of BASF and Sizmens, both of West Germany. NEC has a 15 per cent share of Bull HN, one of the two leading companies in France's Groupe Bull to which it supplies computers and components. Fujitsu has its own sales force but also has a significant share in Amdahl, the US mainframe computer manufacturer. In addition, it sells supercomputers through Siemens.

These channels to the West bear closer inspection. Hitachi Data Systems is partly owned by Electronic Data Systems (EDS), itself a subsid-iary of General Motors of the US and a company which is tipped to become a world leader in systems integration. Groupe Bull is in the middle of a transformation which will give greater emphasis to systems integration. ICL is already a European leader

in systems integration.

Why should this be so significant? matters because the Japanese are allying themselves with competent sources of systems integration exper-tise at a time when the traditional computer industry is changing so rapidly that every company is being affected to a greater or lesser extent. It has been described as a malaise in the industry. The symptom is heavy pressure on gross margins and the prognosis is not good. Some have already succumbed to the sickness.

Long march of history heads East

specialist terminals through the

Machines. A consequence of this chequered pedigree has been that

only in the past few years has ICL

functioned as a single, narrowly focused company rather than as a collection of separate units. And

it was always a rough, tough

Cross took over as managing

director, he found a company moribund, demoralised and

industry. In 1972 when Geoffrey

committee minded, according to the ICL historian Martin Campbell-Kelly.

foremost, a technological leader, although its commercial performance rarely matched its computing skills. Among its inventions which bear

comparison with any in the computing world are the distributed

computing worst are the distributed array processor, an early and successful attempt at what is now called "massively parallel processing" which gives mainframe

It has been, however, first and

acquisition of Singer Business

American companies have been just as badly affected. Wang Laboratories and Data General have been making heavy losses and have put in place emergency programmes cutting staff and expenses to restore profitability. Last week, Digital Equipment, the world's second-largest computer manufacturer, announced the first quarterly loss in its history.

losses and was acquired by Siemens,

unwillingly many observers believe.
Others are rallying, though still in

its were 43 per cent down on the pre-vious year's, and today Groupe Bull

will announce heavy interim losses.

bad way. Olivetti's 1989 pretax prof-

As a result, the big computer manu-facturers are for the first time having to do something which does not come naturally: eat humble pie. They now accept they have often treated their customers with an arrogance bordering on contempt. They agree they have emphasised technological wizardry at the expense of simple solutions and admit that their chief aim has been to sell systems rather than solve their customers' problems.

What has changed the game so dramatically is the power of small computers based on high-performance microprocessors and the growth of "open systems," which make it simple to connect together equipment from a

performance and the content addressable file store, a high-speed

method of retrieving information

The Cross years revitalised the company and saw the introduction

of its best-known range, the 2900 series, based on a highly original

design developed at Manch

By 1979, however, with Dr

over from Cross, ICL was running

into trouble from two directions

increased competition from a revitalised IBM and a rise in the

with Christophor Laidlaw as

Japanese ownership.

chairman. Within six months a

sterling exchange rate. In 1981, the Government persuaded Robb Wilmot to become managing director of ICL

technology agreement was signed with Fujitsu, and ICL was on a path which would lead inexorably to

computers supercomputer

from magnetic disks.

variety of manufacturers and to run software from a variety of makers. Some idea of the way the industry is changing can be derived from the figures for sales per employee. The charts show how the industry is charts show how the industry is becoming segmented. The figures, based on Fortune magazine's top 500, are not entirely comparable, but adequate to make the point. Based on sales per employee, IBM — which has made a huge effort in the past few years to match industry trends — is, at about 5160 000 per employee signif. at about \$160,000 per employee, significantly ahead of the rest of the US manufacturers. The Japanese manufacturers, at about \$200,000 sales per employee, are about twice as produc-tive as either the rest of the US manu-

facturers or the Europeans. But the most dramatic figures refer to personal computer manufacturers such as Apple, Compaq and Sun who make use of off-the-shelf chips to build ultra-powerful machines. They have no need of technology agreements to acquire mainframe processor technology. They do not need expensive sales forces because they sell through dealers and other sales outlets. They have no established customer base which has to be protected. For traditional manufacturers, the problem is threefold. They have to complete the difficult and protracted task of moving to systems integration. At the same time they are being forced to compete both in proprietary mainframe designs — which yield gross margins of up to 80 per cent and in open systems where gross mar-gins can be only 30 per cent.

Software houses are increasingly writing packaged software to run on "open systems." Customers, following the example of governments, are beginning to specify open systems. Both of these developments are hastening the move from high gross margins to low gross margins at a rate which few manufacturers anticipated. What options remain for Europe's

man of Groupe Bull, believes passionately that there should be more col-laboration in research and development and in product manufac-

But amid the rapid change in the industry the question of whether there is a future for an independent European computer industry may be virtually redundant. The real ques-tion is whether any of the mainframe and mini-computer manufacturers with the exception of IBM and the Japanese - can match the speed of change of the industry rapidly enough

## An end to the milk cartel

THE RESHAPING of Britain's dairy industry to meet the requirements of Mrs Thatch-er's "enterprise" Britain, let alone the challenges of 1992, is proving hard work. To those unacquainted with

it, the industry presents a sur-prisingly un-Thatcherite face. On the one hand, monopoly milk marketing boards buy all the country's milk and sell it on. On the other, they not only dispose of 30-35 per cent of the market in dairy products through their own manufactur-ing companies, but along with a handful of other major dairy concerns also fix milk prices and minimum company profits.

Efforts to break open the cartel have only gathered force in the last year, mainly as a result of increasing pressures on the industry from the creation of the European Community's single market from 1992. In the mid-1970s, on Britain's entry, the Community was persuaded to endorse the milk marketing arrangements mainly because it was hoped that mounting milk surpluses would thereby be diminished. But in the run-up to 1992, monopolies and price fixing

The most obvious way forward would be government legislation to abolish the statutory monopolies of the marketing boards. That would disband the cartel and allow processors to buy milk from farmers directly. But it would alarm conservative dairy farmers, with a folk memory of the 1930s depression in which the boards were formed to protect them. The Government, with no stomach for further political controversy, has baulked at

Voluntary abandonment Standing on the side lines. the Ministry of Agriculture instead wants to encourage the Milk Marketing Board for England and Wales – by far the largest of the five – voluntarily to abandon its monopoly. In return, the ministry says it sees no reason why, under either EC or UK law, the MMB should not become a voluntary co-operative and retain its ownership of the manufacturing company Dairy Crest.

It is not yet clear whether the board's chairman, Mr Bob Steven, still intends to recom-mend such action at the annual meeting tomorrow since last week he apparently failed to get the complete sors' body, the Dairy Trade Federation, to such a move. The DTF believes, to quote its president, Mr Andrew Dare, that such a "voluntary monopoly" would be inimical to comnetition and has threatened litigation. In protest, Mr Dare has called off the limited talks the DTF has been conducting with the MMB over a more transparent pricing system.

#### Regional dealing

and consumers might be one in which farmer co-operatives dealt with processors on a regional basis in a way which encouraged the growth of competition but undermined nei-ther farmer security nor essential supplies. It could be that such a solution would ultimately result if the MMB gave up its statutory monopoly voluntarily. For example, one of the biggest English processors, Northern Foods, has suggested it would seek to sign up the 2,500 farmers who currently supply it with milk and other companies would probably fol-

several years and could be both messy and bitter. It would surely be better for the Cov-ernment — which anyway UK's industry on a more com-petitive footing to meet the challenges of 1992.

endorsement he sought from the 18 members of the board. What is evident, however, is the opposition of the proces-

## mance.

Is there a way out of the impasse? If continental practice is a guide, the best solution for farmers, processors

But that process could take would have to intervene at some stage to pass enabling legislation - to act as midwife to a sensible solution now. The prize could be well worth it. In other major EC countries where more relevant Industry structures apply, farmers are paid substantially more for their milk while consumer prices are comparable with those in Britain. Sensible change now would put the

#### Inquisitor for Soviets

■ THE man seen as Britain's chief inquisitor during the dark days of the mid-1970s is turning his attention to the Soviet Union. Alan Whittome was then head of the European department of the International Monetary Fund, and he became something of a bogey-man as he shuttled between Washington and London to negotiate conditions for a \$3.9bn standby loan, and moni tor Britain's economic perfor-

Now this 65-year-old Englishman is postponing his retire-ment from the fund to become the personal representative of the IMF's managing director, Michel Camdessus, and will take charge of a study of the Soviet Union. A former Bank of England man, Whittome's most recent position at the IMF was director of the Exchange and Trade Relations Department.

The study itself was commissioned by the leaders of the Group of Seven earlier this month. The US-inspired idea reflects Washington's anxiety to find a counterweight to balance continental Europe's enthusiasm for providing heavy financial support to the Soviet Union. Camdessus himself has been in Moscow all this weekend meeting senior Soviet officials. The weekend before he was busy in New York presiding over the first meeting on the Soviet study, which will bring in the World Bank, the Paris-based Organisation for Economic Co-operation and Development and Jac-ques Attali, the French head of the new European Bank for

Reconstruction and Develop-There is some concern that the Soviet study, to be completed by the year end, may distract the IMF. It also looks suspiciously like doubling up on the work of the European Commission which has to complete its own study of the Soviet Union by October. The

OBSERVER



pens to be using the services of the World Bank, the OECD and Mr Attali.

#### Gardini's aide

■ Somewhere in the shadows behind Raul Gardini, the wily silver-haired boss of Italy's Ferruzzi-Montedison group of companies, is Giuseppe Garofano. This 46-year-old head of the Montedison chemicals group has just sprung Italy's merger of the year, leaving many brokers fuming. Although a chemical engi-

cracking chemicals. Talking of the complex deals which he has constructed for Gardini, kle. Last year, he master-minded the L2,700bn net sale of Ferruzzi's stake in Fondiaria, the leading insurer. This of Ferruzzi Finanziaria, the financial holding company which he also runs. Now he has turned his brain to Mont-

#### But perhaps the best testament to Garofano's skills are his powers of survival. A pro-tégé of Mario Schimberni, the former Montedison boss who left swiftly when Gardini took control, Garofano's fertile brain has so far secured his

Profit in law ■ A new journal is being launched today for Britain's

# Commission's study also hap-

neer by training, Garofano prefers crunching numbers than Garofano's eyes start to sparwiped out at a stroke the debt edison itself.

position as top dog at Montedi-son's Milan headquarters, from which many others have departed less than willingly.

lawyers containing absolutely no legal precedents. It will also shock the more traditional law-yers with lots of "dirty" words like profits growth, public relations and even management The bi-monthly Professional

Lawyer is the most significant journal launch so far from Chancery Law Publishing, a new legal publishing venture from Bloomsbury. The inde-pendent publisher was set up in 1986 by Nigel Newton, a San Fransciscan who has worked in the British publishing industry since reading English at Cambridge. "The concept of the journal

is revolutionary: it's dedicated to making law firms more profitable," says Newton who took on the big American publishing conglomerates by setting up Bloomsbury in the first place and is now challenging the heavyweights of the legal publishing world such as Butterworth and Sweet and Max-well. The new legal publisher has already come out with journals on water and utility

The idea for Professional Lawyer, which will look at all the practical problems of running a law firm, came from David Yates of Baker & McKenzie. For 18 years he was professor of law at the University of Essex. Yates, director of professional development

at Baker & McKenzie and also general editor of the new jour-nal, noticed that such specialist journals were common in the US but not in the UK.

"There's a very clear gap in the market and we're going to fill it," says Yates, who adds that partnerships for lawyers may be democratic but corporations could be more efficient

#### Shoulder pads A fashion writer once com-

plained that women in shoul-der pads looked like American footballers in drag. Yet will those aggressive, hulky shoul-der pads become part of our '80s nostalgia like the mini-skirt of the '60s? Certainly the Victoria and

Albert Museum has had an extraordinary response to what set out as a nutty scheme to commemorate this (largely female) fad of ego-projection. Fed up with the the Power Shoulder look of the '80s, Elizabeth Block of City Marketing decided to organise a mass donation of shoulder pads to the V & A. Her idea, slightly tongue-in-cheek, was to get sculptress Silvia Libedinsky to create a work from these unwanted extras. The V&A agreed to back the project as a side-line to its exhibition, Collecting for the Future.

Since June shoulder pads have been arriving at the museum by the score. "We now have well over 3,000 in sacks. More than 100 came in last week and they are all over the office," says Tracy Williamson, the V&A's press officer.

Many have arrived in envelopes; but a tidy pile has been contributed by Harrods.

Silvia Libedinsky, who specialises in soft sculptures of foam, now has a large enough stock to begin work on a giant tortoise. The shoulder pads are apparently well suited to form layers for the tortoise's shell. But the tortoise is also meant to contrast the more discreet, slower-moving '90s with the brasher go-getting '80s. One might call it a sculpture of the vanities.

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FINANCIAL TIMES

eonid Brezhnev would never have thought that a town once named after him would house the first experiment in Soviet-style

The former town of Brezhnev, 900 km east of Moscow, has now been renamed Naberezhniye Cheiny as part of the backlash against the stagnation the late Soviet leader has come to represent. More important, it is the site of Kamaz, the Soviet Union's main heavy truckmaker and an enter-

main neavy truckmaker and an enter-prise that is set to become the coun-try's first true shareholding company. With an annual output of 125,000 trucks from its 100 sq km plant. Kamaz (Kama River Automobile Works) was a showpiece of the hugescale industrialisation pursued by Mr Brezhnev. It is now a pioneer in the Soviet Government's campaign to transform an ailing, centralised administrative-command system into a market economy.

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With Moscow's active encouragement, Kamaz is the first state enter-prise to take advantage of a month-old law allowing the establishment of joint-stock companies and the sale of shares to outside investors, including foreigners "We want Kamaz to set an example for other enterprises," says Mr Gennadi Melikian, a serior official on the Government's economic reform commission. This will also help us sort out any practical difficulties in implementing the reform." A list of other state enterprises earmarked for denationalisation will be published by the end of August.

Under the gaze of Lenin, whose portrait still adorns the offices of most Soviet managers, Mr Leonid Komm, a 43-year old economist from the Ukraine and director for economics and planning of Kamaz, sketches bold plans to raise badly needed capital by selling shares later this year. "Who-ever goes first is bound to experi-ment," he says. "But we believe there is no way out other than the market." Mr Nikolai Bekh, the company's general director, announcing the plan in May, said that what is the world's largest truck plant wanted to improve its product so it could compete on world markets. To do that, Kamaz needs at least 6bn roubles (£6.3bn at the overvalued official rate) in fresh capital by the year 2000, he said,

adding that it was "unrealistic" to count on the state for any money. Apart from the sums involved, the scale of the task ahead is gigantic. Kamaz faces a host of practical, legal, and financial obstacles in a country which has neither a stock market nor corporate accounting methods.

More than that, it is constrained by the economic structure created by 70 years of communism. Supplies for any enterprise are chaotic. Workers are poorly motivated. State planning displaces market mechanisms in determining whom an enterprise sells to and at what price. But the stakes in this experiment are high both for Kamaz and the Government. If Kamaz, one of the country's more effi-cient enterprises, fails to make the change, there is little reason why oth-ers should succeed.

With turnover last year of Rbs 4bn

# Oiling the wheels of Soviet capitalism

Past neglect has made harder the launch of Kamaz truckmaker as a competitive company, writes Levia Boulton

and profits of Rbs 550m, Kamaz has been systematically milked for cash by the state. "The Government made a strategic mistake by considering that it did not need to invest in a relatively new enterprise," observes Mr Komm. "It preferred to give what we earned to other enterprises which

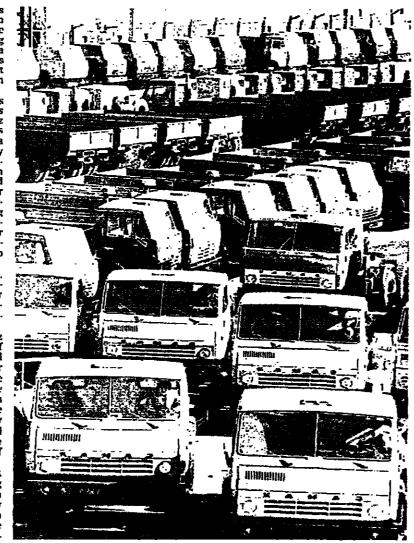
were losing money."
The results of that policy are debts of Rbs 400m and equipment which has not been replaced since Kamaz started production in 1976. This is crossed some Rbs 100m a means that it spends some Rbs 100m a year repairing machinery originally supplied by dozens of western compa-mes in the 1970s. Renault, the French car maker, supplied welding and painting equipment. Swindell-Dressler of the US built the foundry. West Germany's Thyssen provided forging equipment. Georg Fischer of Switzer-land was one of several suppliers for the assembly plant. Japanese compa-nies such as Marubeni helped equip the press-shop.

If Kamaz is eventually to compete, by retooling with comparable equipment, it has to attract hard currency investment and know-how from western companies - but this time without government financial support. With total equity of Rbs 5bn, Kamaz

hopes to place around Rbs 450m of stock to foreign investors in an initial sell-off of a third of its capital later this year. However, it will not receive all the money at that stage. The state will get the proceeds of the Rbs 1.5bn sale (although it has agreed to take only the rouble equivalent of any hard currency raised) In a second stage, Kamaz plans a capital increase of around Rbs Ibn next year, all of which it will keep.

Prior to its relaunch as a joint-stock company, the enterprise is arranging for western auditors to produce a proper balance sheet for inspection by potential investors. Mr Komm says an important west European vehicle maker is interested in eventually taking a stake, although he declines to confirm whether candidates include Fiat, which is building a new car plant at Yelabuga, just across the Kama River.

"Our immediate problem is to convert a Soviet balance sheet into one which meets world accounting standards," explains Mr Komm, who used to work at the giant Fiat-built car plant at Togliatti. He adds that another prerequisite for attracting westerners is government approval of legislation to protect foreign investment. This would allow an investor to



The Kamaz enterprise has been systematically milked for cash by the state

re-sell Kamaz shares and take hard currency out of the country. Kamaz also wants to persuade its 140,000 workers and other Soviet enterprises - in particular those which happen to be either its customers or suppliers - to invest in the business. But until the Government sets up the stockmarket it has promised, shares will not be offered to the

Under the new structure, a shareholders' assembly is to become

Kamaz's ultimate master. A board representing investors will oversee management. The state will retain 51 per cent of the shares, but it has promised to hand over half its voting rights to workers. It is not yet clear how this will work in practice. "Any disagreements will have to be dis-cussed until both sides agree." Mr

Komm provisionally explains. Kamaz currently operates in virtual autarky in a town built specially for it. Perennial problems with suppliers mean that Kamaz has to barter trucks for anything from meat to cast iron. In some cases it has to fly in raw materials and components, raising transport costs to about 6 per cent of its turnover. It is unsurprising therefore that the company wants to swap charge with suppliers as a way of shares with suppliers as a way of improving their reliability.

Another way in which Kamaz dif-

Another way in which Kamaz differs from any conventional privatisation is that it intends to spend nearly
a third of the sale proceeds on social
welfare. "We are a socialist enterprise," Mr Komm gently emphasises.
"Of course, a shareholding company
is created with the aim of making
more profit . . . But our main general aim is to improve the wellbeing
and salaries of our workers. and salaries of our workers.
"It is important that this should not

frighten investors," he adds, promis-ing a more efficient workforce. "When our workers become our shareholders, they will seek to enhance their own

they will seek to enhance their own property."

But there is no doubt that many in the workforce are thoroughly demoralised by years of poor social conditions, and sceptical about the the whole idea of buying shares. "It's all the same to mc. There's no incentive to work here," argued Mr Maksud Favatovich, a 25-year-old foundry worker who has been waiting for a flat for five years. But he said he would buy shares, because he had nothing to lose. "It will probably be better, but there is bound to be unemployment," said Mr Rashid Akmetov, a forger from Kazakhstan. a forger from Kazakhstan.

Kamaz is promising its workers a dividend of 8 per cent to 10 per cent on their investment. The Government meanwhile is doing all it can to help the experiment succeed. While Moscow coyly says that the project is Kamaz's own initiative, Mr Komm says the idea came from the very top

- specifically from Dr Leonid
Abalkin, the Deputy Prime Minister
responsible for economic reform before the legislation even existed.

"Looking for ways to raise capital, we went to see the Deputy Premier in December with a plan to become a leasehold enterprise, and to sell shares later on. But when Abalkin suggested that we become a shareholding company right away, the idea fell on fertile ground because we were psychologically ready."

As one result, new tax laws - set-

ting fixed corporate rates of around 36 per cent against deductions of up to 80 per cent now - are being applied to Kamaz six months ahead of the Government's reform schedule. The Government will also write off the debts of state enterprises which go public, and will forgo dividend payments up to the amount that it receives from any share sale. The Kamaz project, like the whole

drive to switch the Soviet Union to a market economy, may seem a desper-ate gamble. But the alternative to failure is bleak. For all the difficulties ahead. Mr Komm says the experiment is "doomed to succeed. The Government has finally understood that it cannot manage the economy from above. That is the most important *LOMBARD* 

## **CBI** initiative on inflation

By Samuel Brittan

A staff study of inflation by the Confederation of British Industry has attracted attention by its call for the reform of the Retail Prices Index. But the disclosure of the RPI recommendations ahead of the rest of the report gives a one-sided impression. The draft version now circulating makes more comprehensive recommenda-tions and provides a better diagnosis of the origins of the present inflation than any rival schools of monetarists.

While the CBI makes the rit-

ual condemnation of the short-lived UK interest rate cuts early in 1988, the report makes clear that the roots of the problem go much further back: to the levelling out of inflation at only 5 per cent after 1983-84, while other Euro-pean countries went down to lower rates.
Although the RPI is now

xaggerating the size of the inflationary upturn, its real disservice was, as Lord Whitelaw might have put it, in stirring up complacency in the mid-1980s, when the headline inflation rate was depressed by a series of mortgage rate cuts not to speak of a one-off halving of the oil price in 1986 which it would have been difficult to eliminate even from a reformed index.

The CBI charts inflationary pressures in terms of nominal lomestic demand. This is more useful than the conventional estimates of real demand still used by the Treasury, from which inflation has already een extracted. Nominal demand growth never fell below 814 per cent which it attained in 1984-85, after which it started to climb again.

The CBI is unconvincing when it tries to argue that fiscal policy was loose or that pri-vatisation sales were used to finance public spending. The report correctly identifies. however, the role of rapidly ris-ing consumer borrowing (80 per cent of which was ostensibly due to housing and not to credit cards or hire purchase as populists suppose). The credit boom itself reflected deregulation, which the CBI analyses in detail, as well as greater confidence in the future. The latter force was

Productivity growth Annual % change 1980-87 Manufac France

boom which was superimposed on the later stages of the consumer upturn.

The report correctly argues

that the struggle against infla-tion needs to be more firmly institutionalised both in a commitment to the European exchange rate mechanism and in a more independent central bank. One without the other is not enough. ERM membership will transform the inflation outlook only if there is a firm commitment to minimise and ultimately eliminate downward realignments - which the Bank of England is more likely than politicians of either of the

main parties to provide. The CBI worries unduly about policies to hold down costs in the protected half of the economy not directly exposed to international competition. Its own figures are, however, modestly reassuring. Over a run of years, productivity growth in the whole econ-omy has been at least as rapid as in France or Germany, while in manufacturing it has been much higher. If costs can be prevented from rising in manufacturing an increase of 2 per cent or 3 per cent per annum in the sheltered sector will still deliver a lower overall inflation rate than anything experienced in the lifetime of

most British citizens. The greatest obstacle to a counter-inflationary exchange rate standard lies not in the normal lag of productivity in domestic services, nor even in sheltered labour markets, but in the housing market, which is distorted not only by mortgage interest relief, but by the absence of property taxes or any taxation of owner-occupier capital gains. Above all it is distorted by not-in-my-backyard planning controls. It is here that the CBI will have to screw up its courage to a shown in the present draft.

## *LETTERS*

## Redesigning western Europe's defences

From Mr David Harvey. Sir. The defence cuts resulting from Options for Change are, in common with every defence review since 1945, consolidatory, not revolutionary. Tom King is right to take this approach. The light at the end of the Cold War tunnel could

as well be a Russian express train driven by a nationalist. None of the proposed changes should be put into effect until we have arms agreements that are seen to work and are capable of verifi-cation. For the moment we must retain a substantial presence in Europe and encourage the Americans to do the same.

However, the Government needs to look to where this holding operation will lead. If more optimistic assumptions prevail there will have to be a complete rethink of both Nato's operational force and western Europe's procurement structures. We shall only be able to take full economic and political advantage of lower levels of tension if western European nations work to redesign their defences together.

determined attempt to move towards cheaper multinational force structures in Nato and the development of a rationalising western European pro-

curement agency.
A new force structure could follow naturally out of existing proposals that have come from Nato and the Western European Union to be largely ignored to date because of a lack of will. A powerful pro-curement agency is more prob-

lematic. It would be perceived as a threat to favourite-son industries demanding protection from the winds of change. The independent European Programme Group might be a starting point through the establishment of a series of Europe-wide leader-follower agreements emphasising, for instance, British ships, German tanks and French aircraft. Follower nations would then have time to convert their shipbuilding, tank and aircraft capacity. An agency could follow as specialisation became politically acceptable. In the meantime there should be rapid restructuring of research through the establishment of a European Defence Advanced Research Projects Agency to end the current duplication of

effort and to act as a rationalisation flagship.
Whatever happens we should not wish to see Nato and European Community member states indulge in piecemeal force reductions. The end result would be a weak defence framework unable to meet the threat. If we co-ordinate restructuring we maximise both the size of the peace divi-dend and Europe's bang for its

In your editorial comment ("First bites at defence, July 26) you note Britain's key role in Nato. After the interim conclusions of Options for Change now is the time for the Government to use its position and lead the way. David Harvey,

Chairman, The Bow Group, 92 Bishop's Bridge Road, W2

#### Why bother with a hard Ecu? From Mr John Stevens MEP. this be a serious contribution to the debate on European monetary union?

Sir. Paul Richards ("Ques-tions and answers on the hard Ecu," July 25) answers his own questions most plausibly. Per-haps he can answer mine? I have two.

The first is, why bother? Why, if your objective is to move from 11 currencies to one, start by creating another

If a single currency is the objective, why not go straight for that: narrowing the bands of the exchange rate mechanism (ERM) progressively to zero and irrevocably fixed rates and then instituting a currency reform? If, on the other hand, a single currency is not the objective, how can

which presently will fall to them, of developing central and eastern Europe through the integration of capital flows? Only a relatively swift move to a single currency can achieve these objectives. John Stevens, 15 St James's Place, SW1

My second question is, how does this scheme satisfy the

political objectives, now driv-

ing the debate on monetary

union on the Continent: of the

non-Germans to contain Ger-

many by getting rid of the D-Mark, the concentration of

German power; and of the Ger-

mans to spread the costs.

#### Towards more open skies

From Mr K.P. Armitage. Sir, I concur wholeheartedly with Hugo Dixon's ("Why the

open skies stay closed," July 17) and his comments on the parts played by national public telecommunications operators (PTOs), and Intelsat and Eutelsat in strangling the advance of telecommunication services by the provision of private sat-ellite communication systems for the business sector. In the US, where deregula-

tion already provides much greater flexibility and choice for the customers and where an open skies policy is encouraged, many major corporations have already provided their own private VSAT video and data satellite communication

networks.

With more integration between member nations of the European Community and the real possibility of greater trade with eastern Europe, satellite communications offer the ideal

solution where a lack of terres trial services and connectivity might hold up progress.

As mergers and acquisitions occur in Europe, VSAT satellite communication systems offer considerable potential for large corporations and multinationals with dispersed sites. factories and distribution points to provide and manage their own telecommunication networks independent of national PTOs and the exorbitant costs of numerous interna-

tional connections.

Both Eutelsat and Intelsat should consider the feasibility of opening-up their access pro-cedures by providing long-term and short-term access to tran-sponders, from both fixed and nobile satellite systems much like the services provided by GTE Spacenet and Comsat in

29 Stoneham Close, Petersfield, Hampshire

K.P. Armitage,

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#### UK's high technology loss

From Mr M.J. Phillips. Sir, I read Guy de Jonquières's article ("Shadows over the sunrise sector," July 25) shortly after hearing of the decision by a US corporation to close one of its UK development groups. The high technology involved is not redundant, it is being transferred to the it is being transferred to the

This highlights one of the main problems of foreign own-ership of important parts of UK industry. When retrenchment is required the immediate response is to take important offshore activities back within the national base of the parent.

Over this the host country can have very little influence. Hence technology which has been developed in the UK ends up benefiting another country's manufacturing base.

While we seem to rush into the arms of foreign owners with the arms of the seem to be the arms of the ar

with apparent abandon, it is not surprising that Europe, and the UK in particular, fail to translate "technological strength into profitable and expanding world market

Mike J. Phillips. 9 Lodge Park, Whittlebury, Towcester, Northamptonshire

#### Walesa: politician of last resort

From Professor Joaquim Muns. Sir, I read with interest your editorial comment ("Divisions in Poland," July 17). As I have just come back from a lectur-ing visit to that country, including a private meeting with Mr Lech Walesa, I would like to offer the following com-

You seem to endorse Mr Walesa's bid for the presidency. Others do too. But many, including some of his best advisers, think this an unwise move. And so do L I think Mr Walesa's force lies in his inspiring role and his

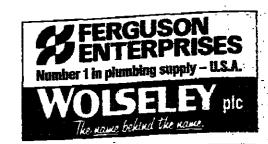
capacity as political arbitrator. Fortunate are the countries which, like Spain with the King, have a politician of last resort to tide them over exceptionally difficult periods. Would it not be best for Poland, and as a matter of fact for all of us, if Mr Walesa remained as the politician of last resort he is instead of get-ting burnt out in the political arena?

Joaquim Muns, Professor of International Economic Organisation, University of Barcelona

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# **FINANCIAL TIMES**

Monday July 30 1990



**MANDELA ADDRESSES RALLY** 

## **ANC** distanced from communists

MR NELSON Mandela, deputy president of the African National Congress (ANC), yes-terday distanced himself from the South African Communist Party (SACP) when he addressed a rally to mark the public launch of the party after 40 years as a banned organisa-

Mr Mandela told a halfempty soccer stadium on the outskirts of the black township of Soweto: "The ANC is not a communist party...and as a national liberation movement it has no mandate to espouse Marxist ideology." But he forcefully defended the party against recent attacks by Pre-toria – including allegations that its general secretary, Mr Joe Slovo, was involved in a plot to overthrow the Government - saying that as a "defender of democracy" the ANC would fight for the SACP's right to exist.

This was the clearest statement yet from Mr Mandela on the state of relations between the ANC and its oldest and closest ally, the SACP. The Communists had fought side by side with the ANC in the liberation struggle, he said, but made clear that the two were separate organisations with separate ideals. However, the leadership of the two organisations clearly overlaps, as demonstrated by yesterday's announcement of the top leaders of the SACP. At the rally, the SACP named a 22-member "Interim Leadership Group" which included nine members of the ANC's most senior poli-cy-making body, the National Executive Committee. They included two of the most powerful executive committee members, Mr Joe Slovo, and Mr Chris Hani, chief of staff of the ANC military wing, Umkh-

onto we Sizwe. However, this probably understates the true strength of the Communist Party on the ANC executive, which is believed to include several



Nelson Mandela with Joe Slovo at yesterday's Soweto rally

named to the new Interim Leadership Group. The SACP has made clear that it will continue to keep the names of some members secret, and may have wished to avoid appearing to dominate the ANC.

Only half of the SACP leadership are black, reinforcing charges that the party is dominated by white and Indian radunionists, including Mr Chris Dlamini and Mr Sidney Mafu-madi, both senior figures in the largest union federation, the Congress of South African Trade Unions (Cosatu). The two most powerful trade union-

Assessing the true strength of the Communist Party in the leadership of both the ANC and trade unions thus remains difficult. Popular support is ists in the country – Mr Cyril also hard to guage, though Ramaphosa of the National organisers were disappointed by the 40,000 crowd, many of whom were bussed to the rally Union of Mineworkers and Mr Jay Naidoo, Cosatu General Secretary – were not included

in the list, although they spoke

at the rally.

## East German deficit higher than expected

By David Goodhart in Berlin

EAST Germany's budget deficit for the second half of could amount to DM5bn, this year is likely to be at least requiring, in Mr Neumann's expected thanks to lower tax income and higher expendi-ture, especially on unemploy-ment, according to Mr Hans Neumann, spokesman for the East German Finance Ministry. Bonn officials had hoped to keep the deficit to about DM32bn, of which DM22bn would be covered by the German Unity Fund and DM10bn by East German Government borrowing, but are complain-ing about a lack of budgetary discipline in East Berlin.

Mr Neumann, however. blames over-optimistic projections. "We had planned for an average of 450,000 unemployed through the second half of the year, which is perhaps half what the true figure will be. thirds rather than the esti-mated one-third of their mar-

Extra demands from public

from Bonn. But Mr Theo Waigel, West German Finance Minister, is not in generous mood. He is keen to stick by his controversial commitment not to raise taxes and points out that some of the new claims from

DM700m more to support energy prices, are against the terms of the State Treaty. Bonn has already, since July 1, permitted East Berlin to double, from DM4bn to DM8bn, its loan guarantee facility for troubled sectors, especially agricul-

East Berlin, for example

Separately, the Treuhand (trust) body, which owns most of East German industry, guaranteed liquidity credits of DM10bn in July, less than half that asked for, according to its officials. They officials ware officials. They officials were speaking at a conference organised jointly with the West German accountancy profes6.000 members are now active in East Germany.

Treuhand, said that lacking adequate liquidity credit, companies were resorting to not paying their bills. He hoped that in August and September more East German companies would be able to begin normal borrowing relations with commercial banks, but warned that there would be no global debt forgiveness. Current privatisa-tion income should be more than DM1bn but less than

It was also announced that a second non-German will sit on the 17-man supervisory board of the Treuhand, to accompany the Belgium businessman Mr André Leysen. He is the Dutchman Mr Johan van Tilburg, who, like Mr Leysen, works in West Germany, running the consumer electronics group Grundig. The Treuhand is, however, having some difficul-ties recruiting high calibre

sion, roughly half of whose full-time officials with suitable experienced in corporate finance or company rescues.

broken down into five sectors: heavy industry with 857 com-panies (to be based in Saxony), investment goods 2,203 (Saxony/Anhalt), consumer goods 2,000-plus (Thuringia), trade and services 1,800 (Berlin-Brandenburg), and agriculture and fisheries 180 (Mecklenburg). Mr Liehmann said there were still plans to raise a major international loan for those companies which have survived the immediate liquidity squeeze but need new investment funds. According to an internal Treuhand report, 695 of the largest companies, employing 43 per cent of all industrial workers, will not get to the second stage.

It was also revealed that the average price of land in East Germany is likely to be about DM85 per square metre, although reaching as high as DM3,500 in central East Berlin.

#### **Bush gives** go ahead on sale of US chip maker to Japanese

By Peter Riddell, US Editor in Washington

PRESIDENT George Bush has given the formal go ahead to the sale of a US semiconductor equipment supplier to a Japanese group, despite strong objections from the American semiconductor industry and some members of Congress.

He has decided that there is no threat to US national secu-rity from the acquisition by Nippon Sanso of Japan of Semi-Gas Systems, a Californ-ia-based division of the Hercu-

les group. Semi-Gas produces gas delivery and purification systems that are used in making semiconductors. It has well over 40 per cent of the US market. The President's decision, in

what has been seen as a test case for US policy on foreign investment, is in accordance with a unanimous recommen-dation from the Treasury-led Committee on Foreign Investment in the US, an interagency government commit-

The Bush Administration as stressed that alternative US-owned suppliers are avail-US-owned suppliers are available and that Nippon Sanso has proposed a confidentiality agreement, as used by the Defence Department, to protect sensitive information.

Nippon Sanso has also said that via Semi-Gas it will make available to US semiconductor companies a purification system known as the clean gas approach, which produces sili-con chips with fewer defects than at present. This technology is often used together with Semi-Gas's existing system, which will continue to be

This decision comes as Congress is considering more than 20 measures to tighten regulations on foreign acquisitions of US businesses and to increase taxation on foreign-owned subsidiaries. The Administration will shortly produce a final version of the Exon-Florio rules – for examining foreign purchases - un-der which the Semi-Gas deal was approved.

The acquisition is still sub-ect to anti-trust review by the Justice Department, in view of the combined size of Semi-Gas and Nippon Sanso.
The semiconductor industry,

and especially Sematech, the government-backed research and development consortium, strongly opposed the

Sematech has been worried because Semi-Gas staff have been on its premises, closely involved in developing an advanced gas delivery system and gaining an "intimate knowledge" of Sematech's

strategies and research.
Sematech has warned that it
might still cancel its contract with Semi-Gas as a supplier if the deal goes through, because of continuing fears about loss of sensitive information, even though bringing in another domestic supplier might close down research work for sev-eral months.

## **Gorbachev** defuses row

Continued from Page 1 manage the banking system until the union treaty was con-

"In order to prevent negative trends and concentrate efforts on the solution of urgent tasks and the formation of an all-union market, it is essential to work out common principles and approaches to the organisation of financial and credit relations in the USSR and to use them in preparing a union treaty," the decree said.

"With this end in view, the Supreme Soviets [parliaments] of the union republics have been recommended to refrain, until a new union treaty is concluded, from adopting and applying legislative acts that would disrupt the financial and banking system," it added. The decree is a clear attempt

by Mr Gorbachev to avoid both a head-on clash with the Russian Federation and the collapse of a unified banking

The Russian Parliament has endorsed reforms to transform banks into commercial institutions issuing their own shares,

# Crossed wires for electricity

The UK Government's almost comical mishandling of the sale of the electricity generators raises the natural question of how November's flotation of the distributors will be affected. Failure would be a serious matter, the total proceeds expected are around £6bn, or nearly twice what the two generators might fetch. But the risk should not be exaggerated. As duopoly suppliers to the distributors, the generators would doubtless behave differently if owned by Lord Hanson or GEC. But the operation of the system is deeply unclear whoever runs it. The more important point for the distributors is that they derive most of their profit from their own monopolistic service charge on the use of their

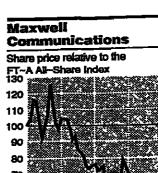
As investments, the distributors will not be quite so much of an annuity as the water companies, being open to poaching for business from the generators and vice versa; and since electricity use is largely a function of economic growth, they are a more direct punt on the regional economies in which they operate. There is the further spice of takeover potential; already, the more hawkish distributors are speculating that there will not be 12 of their number in five vears'time.

Whatever happens, they will be less volatile than the generators in profit terms. The worst case might be if the generators, having been carved into irrational shapes for the purpose of privatisation, did not leave the public sector at all. But even that need not affect the distributors radically. The generators themselves, after all, are being offered to the private sector while depending on a public sector supplier of their own – British Coal.

#### Maxwell

At a time when balance sheets are coming under closer scrutiny, the annual report of Maxwell Communications deserves some kind of award. It is not merely that the accounts are complex; from Mr Maxwell, no less was to be expected. The real challenge given the figures as stated, the business manages to sustain

The starting point is net debt of £2.1bn - very little of it capped - supported by sales of £1.2bn. With US interest rates at 10 per cent, this ought to produce an interest bill of £210m. That in turn would need a 17 per cent return on



sales to cover it. In fact, the company's return on sales last year was 19 per cent and the interest charge as a proportion of borrowings only 6.4 per cent, so that was all right.

The profit figure itself, though, deserves consideration. Last year it came to £172.3m before tax. But in the flow of funds statement that figure is adjusted downwards for a number of items, of which two are particularly striking: a £49.7m deduction for book profit on disposals, apparently included in trading profit; and a further deduction of £84.3m for "provisions utilised".

Here at least we are in familiar territory. In the bolder forms of acquisition accounting, it is standard practice to make generous provisions against rationalisation costs which do not affect profit at the time - and then release them back into profits in later years. The practice was much favoured by the now bankrupt Coloroll, which in its farewell set of accounts last year showed utilised provisions of £52m against pre-tax profit of In Maxwell's case the £84m

of provisions were presumably set up and utilised within the same year, since total provi-sions in the previous balance sheet were only £24m. The nature of these provisions is not specified. As it happens, the UK accounting profession proposed only last week that clear definition of such provisions should be mandatory.

Making such provisions, of of the business acquired and thus increases the amount of goodwill which must be written off the balance sheet. It is not easy to trace this effect in Maxwell's case. In the course of last year, the Macmillan and OAG acquisitions were consolidated. As a result, intangible assets rose by £1.7bn. The goodwill written off totalled

just £42m. It is to be hoped that the realisable value of the publishing businesses is as high as these figures indicate; excluding intangibles, the net worth of the group is now a negative

£1.2bn In view of the perplexing nature of Maxwell's cash flow, it is perhaps not surprising that the shares yield a historic 10.8 per cent. But there is a wrinkle here. Mr Maxwell, who now controls 55.5 per cent of the equity, takes not cash divi-dends but shares. Shareholders are now asked to approve a 24 per cent increase in issued share capital, which "will allow for shares to be issued in lieu of cash dividends." Given the picture which the accounts give of the group's affairs, shareholders might have a number of points to raise at the AGM; but that is one proposal, at least, which they would be ill-advised to refuse.

One of the most sensitive aspects of STC's sale of ICL to Fujitsu, to be announced today, along with STC's interim results, will be the value that the transaction places on the UK's sole mainframe computer manufacturer. The most recent European transaction, Siemens Nixdorf, is little use as a comparison. Nixdorf was a loss-maker in crisis, while the City reckons that ICL will make after-tax profits of about £91m in 1990

on sales of about £1.62bn. Given no sensible European yardsticks, investors have to look at US examples. Even here the sums are awkward. The most obvious case is the successful 1986 takeover bid by Burroughs for Sperry, to create Unisys. The deal was done at a p/e multiple of 14.6 times Sperry's expected 1986 earnings. But that was almost cer-tainly too much. Burroughs expected near-term benefits which have not materialised: Unisys had a \$400m net loss in

So a p/e of 14 times earnings seems like a ceiling. As for a floor, since 1985 Hewlett-Pack-ard's stock has never traded below an annual average p/e of 14; but its record has been better measure: its annual average p/e has never been less than 10 in the last five years. As a rule of thumb, a fair price tag for 100 per cent of ICL would be not less than £910m and not more than £1.27bn. So if the stories are true and Fujitsu is buying 80 per cent of ICL for £740m, the price is at the bottom end of the range.

July 1990

## **Renown Incorporated**

has acquired

## Aquascutum Group PLC

The undersigned initiated this transaction, acted as financial advisor to Renown Incorporated and assisted in the negotiations.

Salomon Brothers International Limited

## **Trinidad** rescue bid

Continued from Page 1 staged the attempted coup to deal with corruption, racism

and poverty.

At least 22 people were killed in violence associated with the insurrection, including looters said to be members of the Black Muslim commune which has a membership of just under 1,000. More than 100 people have been injured.

Although Mr Abu Bakr claimed to have national support for the insurrection, he appeared to be in control only of the parliament buildings and the state-owned radio and television station. Life appeared normal in other parts of the city and the rest of the island and its ward, Tobago.

Trinidad and Tobago's neighbours have condemned the attempted coup and expressed support for Mr Robinson.

Mr Erskine Sandiford, the Prime Minister of Barbados, and Mr P J Patterson, the acting Prime Minister of Jamaica, said their armies had been placed on alert to assist Mr Robinson, but that they would not intervene unless invited to do so by the Trinidad Govern-

## W German power companies agree takeover terms with E Germany

WEST GERMANY's three largest electricity generation companies have reached an agreement with the East Ger-man authorities to modernise and take control of the coun-

try's electricity generation industry, AP-DJ reports. Details of the plan were not immediately disclosed, but the announcement at the weekend immediately drew strong criticism. Mr Wolfgang Kartte, president of West Germany's Federal Cartel Office, yester-day called the deal "a textbook example of how it should not be done." Hanover-based PreussenE-

ektra said that it, RWE and Bayernwerk agreed on the two-phase takeover with East Germany's energy and environmental protection ministry and with the State Treuhand trust which holds shares in East

German enterprises.

The agreement still requires antitrust clearances from East and West German authorities. The companies first disclosed they were negotiating the takeover at the end of June. Their intentions earlier

this month aroused opposition

among East German lawmakers and government officials.

In West Germany, smaller utilities, political parties and public interest groups have argued that such a takeover would be patently anti-compet-itive and worsen chances for meaningful environmental pro-

tection during the reconstruc-tion of East Germany. Yesterday, the opposition Social Democratic Party in West Germany also condemned the accord, saying it would simply transform a government electricity monopoly in East Germany into a private monopoly. Mr Harald Schaefer, the party's parliamentary spokesman on Energy, called on antitrust authorities to veto the accord.

According to PreussenElektra, the first phase of the arrangement calls for the three West German utilities jointly to assume caretaker status over the national network of utilities in East Germany. PreussenElectra, a subsidpartners to invest a combined DM2.6bn (\$1.6bn) to begin the overhaul of East Germany's inadequate and grossly polluting electricity sector.

Of this DM2.6bn, DM600m will be carmarked for the two will be earmarked for the two main nationwide electricity distributors, Vereinigte Kraf twerke Peitz and Verbundnetz, PreussenElektra said. The rest would be distributed among East Germany's regional elec-tric utilities.

The second phase of the takeover involves the three West German companies acquiring yet-unspecified equity interests in East Ger-man utilities. PreussenElektra did not say whether these stakes would be for majority ownership, as the companies previously indicated. Nor did it comment on the timing of the

Mr Klaus Piltz, Veba's chair-

man, estimated recently that the final cost of restructuring East Germany's electricity industry could reach DM60bn or more. He said the three West German companies were prepared to make these outlays in East Germany.

iary of Veba, the big West Ger-

man energy, transport and trading group, added that the pact also calls for the three

WORLDWIDE WEATHER

#### INSIDE

#### Cofipsa may resolve storm over port

Months of bitter disagreements over strategy at Real Companhia Velna, one of Portugal's leading port producers, could be nearing an end. Collipsa, the Portuguese holding company controlled by Carlo De Benedetti, appears set to sell its 40 per cent stake in the group. Patrick Blum reports. Page 15

There's a slow change coming



£2bn (\$3.6bn) acquiring 24 British companies since 1988. ICL, the UK computer manufacturer, last week became one of the latest Japanese acquisitions. But it is unlikely that the new owners will arrive with a blueprint for radical reorganisation. Managers of UK companies sold to Japanese bidders report a subtle mix of changes to the way they do business. Charles Leadbeater reports. Page 18

Treading softly on transparency Making the Eurobond market more userfriendly is no easy task. Eurobond officials have been wrestling with the problem for years. They want to make the market more transparent - enabling investors to deal at a

price in line with other, similar bonds. Page 14

#### Simple secret of success



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the success of Hanson, Britain's best-known conglomerate, has been a simple list of criteria Hanson (left) once wrote: "We chose, from the beginning, to be in mer-orientated businesses. . . We declined to be in businesses which were heavily capital-ori-

ented." But, argues Christopher Lorenz, PowerGen. which Hanson hopes to acquire, is pretty capital-intensive. Back Page

#### **Market Statistics**

Base lending rates Euromarket turnover FT-A World indices London recent issues

NRI Tokyo band Index 29 18 US bond prices/yields World stock mkt indices

#### Companies in this section

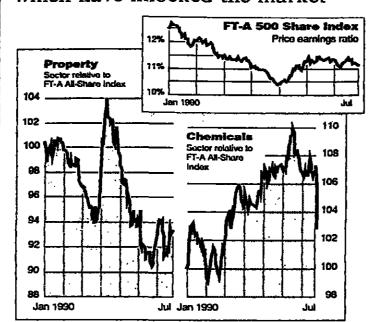
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# The surprise and fall of UK equities

9 THE FINANCIAL TIMES LIMITED 1990

Maggie Urry on unexpected results which have knocked the market



THE UK equity market pays particular attention to news from ICI. Those with longer memories can recall the shock of ICI cutting its divi-dend in 1981, emphasising the struggles of the corporate sector in that recession.

Last week ICI again delivered a

nasty surprise to the stock market, announcing a sharper-than-expected fall in interim profits and a maintained, not increased, dividend.

The effect on the stock market

was sharp. The FT-SE 100 index fell 20 points on the day, with ICI shares falling 6 per cent. Both the index and ICI shares fell again on Friday.

Despite the stream of bad news

from companies, the FT-SE 100 index is only about 5 per cent below its all-time high in January this year. In price/earnings terms, though, the market is well below the pre-1987 crash rating. The market is still buoyed by high levels of institutional cash looking for a home, and by the idea that foreign investors are now looking at sterling as a safe currency because of its expected entry into the Exchange Rate Mechanism of the European Monetary System. Buy UK equities, these investors say, without looking at the individual compa-

nies within the market. ICI has not been the sole disap-pointer of the stock market. Nor has the UK market been alone in suffering from bad corporate news. In the last few weeks the UK market has had a series of blows; profit warnings from companies; downgradings by analysts; unexpectedly bad results; and frequent reminders of the effect the squeeze on the econ-omy is having on weaker companies as a stream of receiverships or appointments of administra-

As well as ICI, last week's list included Reuters. That was a case of a highly-rated stock which disappointed by producing a profits rise less than hoped and Reuters saw its shares down 15 per cent in response. The list also included Reed, where the chair-man evinced caution at the annual meeting, although still predicting higher underlying profits for the year, and suffered

tors are announced.

a 7 per cent share price fall on the day. "We are now seeing a definite pattern of nasty surprises," says one broker's head of research. "Expectations have to be damp-

Meanwhile, in the US, dull results from the usually dependable McDonald's were credited with sparking an initial 100 point slump in the Dow Jones index on Monday. Worse than expected news has continued to come from other large US groups such as Dow Chemical, General Motors and Ford. The US market, more highly-rated than the UK, is espe-

cially sensitive when one of the big names disappoints.
No one was expecting 1990 to be a good year for UK corporate earnings growth. Forecasts are for rises in high single figure per-centages, but they are slowly

reducing.
Hoare Govett, the stockbroker, recently cut its prediction for 1990 carnings growth from the UK industrial sector from 8.9 per cent to 8.2 per cent. That seems a small reduction, but the figure is largely underpinned by interim figures already in the bag.

At BZW, the securities house, forecasts are checked monthly,

and upgradings and downgrad-ings compared. The latest ratio, published today, is of three reductions in forecasts to every increase, in companies with annual profits of over £40m (\$72m).

The ripples spreading out from high interest rates and dampened demand in the economy - coinciding in some areas with downturns in industry cycles - mean that poor figures from the four main clearing banks, the insur-ance companies, building, con-struction and property groups, car dealers, and paper groups were already forecast. Bad news from retailers is com-

monplace - although the sever-ity of the fall in Burton Group's hare price since its statement on trading a month ago suggests that even in that sector there can still be surprises.
Difficult trading conditions

show up weaknesses in management or in corporate financing structures. And there is no isola-tion from one company's prob-lems: from the banks making provisions against lending to property companies to David S Smith, the paper group, having to provide £1.7m against money it is owed by Coloroll, the home furnishings group now in the hands of the receivers.

A newer feature, which is working into share prices and profit forecasts, is the strength of sterling which affects translation of profits made overseas and makes exporting more difficult.

BAT industries pointed out to
Continental investors 10 days ago
that sterling's strength would hit
annual profits. The thought
affected shares of other companies with significant overseas earnings. Those which use year

end exchange rates and have a calendar year end have seen the pound rise from \$1.61 at the start of 1990 to more than \$1.80 now. The expected is, by definition in the price. Analysts had long been predicting a profit fall at ICI, and its shares had underperformed ahead of last weeks' results, it is the unexpected

which has the power to knock

particular shares and the stock narket as a whole, Surprises cannot be predicted. But, perhaps, after years of rising profits, analysts have lost some of their touch in forecasting bad news. "There is too much herd analysis' rather than a real attempt by analysts to do origi-nal work and come up with a view outside the consensus," suggests the head of UK equity research at a UK broking house.

# What to do about an unsightly figure

turn monetarist. Here we have a Federal Reserve runhave a Federal Reserve running a policy of cautious restraint, and monitoring the results against the official figures to ensure that it is getting the moderate 2-2.5 per cent growth which it believes will enable inflation to ease. According to the numbers, it is all going according to plan.

Then we get the annual

according to plan.

Then we get the annual "benchmark revisions" by the Census Bureau – a seemingly routine matter of reweighting and checking sample reliability
- and the whole world changes. It emerges not only that "slug-gish" is a mild world for the US economy in the second quarter, but for the whole of the last year.

Growth previously appeared to be jogging along at a little over 2 per cent (the 3 per cent rate for the first quarter was written off as a freak of abnormally mild weather). On the new figures, the weather). On the new figures, the rate has been stuck at 1.2 per cent for the last full year, and if you factor out the weather distortions, which inflated the first quarter at the expense of its two neighbours. it has hardly wavered from that dismal average for a full year.

In short, as many business journalists knew in their bones all along, the economy has been

all along, the economy has been flirting with recession. Watch the future revisions and an actual recession may yet appear, for they have often been bigger than the growth rate now reported.

Ironically, the US has come within a meaningless fifth of a percentage point of abolishing the budget crisis. If reported growth had been just under instead of just over one per cent, the Gramm-Rudman-Hollings restraints would have been suspended for the duration. President George Bush's lips could then have remained as read. As it is, the private sector is looking gloomily at the prospect of higher taxes (already an expensive fact at the state level),

and wondering with still more alarm what the inventory figures in the new Census Bureau report portend. On the face of it, they mean that the long-awaited recession has already started, and is likely to deepen. Real final sales quarter, but fell by \$6bn at 1982 values, or at an annual rate of 0.4 per cent. In other words, the whole increase in output in the quarter and a bit more mained unsold. That suggests that orders will now be cut as distributors try to correct the overshoot - the normal inven-tory cycle which Federal Reserve chairman Mr Alan Greenspan claimed only last Thursday was

Wait a moment, though, before

abolished.

ledge. We had just the same fright about a US inventory recession in the first quarter of 1987, and it didn't happen. It turned out instead that the unsold stocks were almost entirely of imported goods, and what they portended was not a recession, but a fall in import growth.

It is easy for importers to lose control of their inventories, even in these days of computer-based market intelligence. A lot can happen to market estimates while a ship is still at sea. The most recent trade figures, which show flat imports, and the fact that US manufacturers have been

able to keep their stocks as lean as ever both suggest that history

**Anthony Harris** in Washington

may be repeating itself.

That is only a limited comfort, however. Consumer spending is now falling (official); the profits squeeze (and profits were also revised down on Friday) will present much of an investment vent much of an investment revival: and construction is fall-ing into the hole it has dug for itself, as even Commerce Undersecretary Michael Darby, the Administration's ex officio optimist, admits. If exports can grow fast enough to offset all this, I

So much for the facts. The questions they raise are these: how can the Administration or the Fed run sensible policies when their information is so unreliable? And how far do their

policies matter? The answer as far as the Administration is concerned is simple: since fine tuning is impossible under the US constitution, under which decisions take months to make, the White House can be concerned only with strategy. The Fed, however, is meant to respond to events in some sense, so bad figures do creeconomic statistics don't matter, because the Fed should only be concerned with money, which it measures and can control; fine tuning of the real economy is a sin and should be illegal.

That is the apparent meaning of the anti-inflation law being proposed, albeit vainly, by con-gressman Stephen Neal, with Mr Greenspan's support and drafting aid. It lays down that the Fed's sole objective should be to eliminate inflation as a factor in decision-making over the next five years (a Greenspan phrase, substituted for Mr Neal's preferred target of zero inflation voiced

during mountain walks at Jack-son Hole, Wyoming, last year).

Monetarists may believe that this is a rule after their own hearts, but its only real effect would be to stop people blaming the Fed for the next recession. Monetary targeting is not nearly as precise as the zealots suppose.
Which aggregate is the one to
target? (Even the high priest,
Professor Milton Friedman,
switches from one to another occasionally.) What is the base date? Do you allow for distress borrowing and its double-entry results, or not? The fact is that monetary targets require judg-ment, like any other policy; and bad statistics make for bad judg-

ment.
This is a pity, but it may not be a disaster. Suppose that the Fed found official figures suspect (and very possibly it did); and suppose that it had tried to set policy according to what it believed was "really" happening (and remember that we are still only guessing).
Would the market have trusted

this judgment? Or would it have believed that an easy monetary policy in the face of apparently strong figures meant that the Fed had given up the fight, and frus-trated any attempt to get rates down? You can bet it would. Now suppose that the figures had been accurate from the start,

so that they never needed mas-sive revisions; and that the mar-kets had been leading interest rates down all year, with the Fed following willingly (which is probably a sketch of a process which will start today). That is much more plausible, and much more helpful

The dollar would now be lower, exports more buoyant, growth high and the Federal deficit less none of them by huge amounts, but enough to help. The cure for bad figures is not to ignore the "real" (largely fictional) economy, or to adopt bet-ter policy targets, but to spend what it takes to get better fig-ures. It is the best bargain going in public spending.

#### Economics Notebook: The Uruguay Round

# Crying wolf on liberalisation

Round of multilateral trade negotiations was launched in 1986 there has never been any shortage of warnings about the dire consequences of failure. The business world has become so used to predictions of trade conflict, subsidy wars and the disintegration of the trading system into regional blocs that it scarcely notices them any more.

EVER since the Uruguay

Since these predictions are mostly based on assumption rather than scientific analysis, it all seems so much like crying wolf. It is certainly not a constructive way of selling the most ambitious international trade negotiation undertaken since the General Agreement on Tariffs and Trade was formed more than 40 years ago. This is why a small section in this year's World Bank Development Report that concentrates on the actual benefits of the Round for developing countries is so eye-catching. The Bank calculates that total trade liberalisation would raise

the exports of certain middle

income developing countries

substantially.

Those of Hong Kong would rise by 25.9 per cent, those of South Korea by 21.6 per cent, those of Yugoslavia by 14 per cent and those of the Dominican Republic by 13 per cent. Even some poorer countries would benefit, especially those with potential in textiles. Sri Lanka's exports would rise by 20.9 per cent, China's by 13 per cent and Pakistan's by 10.7 per cent. The losers would be very poor countries, such as Somalia, which are heavily dependent on basic commodity exports and which would lose the relative advantage they enjoy through special preferences.

At this stage in previous rounds, the world was awash with calculations as to what would happen in the event of

liberalisation. That so few have surfaced in connection with the Uruguay Round reflects in part its unusually complex agenda as well as its still uncertain outcome.

Cutting tariffs, whose effect is relatively easy to quantify, now forms only a small part of the agenda. Quantifying the effect of liberalising trade in services, or of changing the rules on anti-dumping actions, or of eliminating non-tariff barriers such as voluntary export restraints is much harder.

Moreover, the Uruguay Round also aims to liberalise world trade in agriculture and textiles, two goals which have eluded negotiators throughout the history of the Gatt. If it were to succeed, the effect on trade flows would be far-reaching, but the change would also be so fundamental that it is very difficult to quantify.
Yet the calculations made by

the World Bank also point to another more sinister reason why top executives of large companies have been so slow to endorse studies of the potential benefits of the Round. This is that major benefits would accrue to precisely the

would accrue to precisely the kind of newly industrialising economy whose exports already provoke problems in established industrial markets. Even the advantages accruing to the Dominican Republic fit into this category, although it is not avactly as although it is not exactly a newly industrialising economy. Its main product is sugar and its development has been held back by US and EC sugar import restrictions. According to the World Bank its US import quota was reduced by 70 per cent between 1982 and 1987 while the EC was dumping excess production on world markets. As a result, the Dominican Republic had to close four sugar mills and its output plunged by 40 per cent. All this would change if farm

then the powerful sugar lob-bies on both sides of the Atlantic would be mightily upset. The slow pace of the Uruguay Round, which resumes its grinding toil in Geneva this morning, suggests that govern-ments are still more frightened of such lobbies than they are of vaguely-expressed threats to

> There is little doubt that full-scale trade liberalisation would create opportunities for industrial countries that would help produce higher overall growth. But such benefits accrue more readily to smaller companies waiting in the wings than to those who already have their markets stitched up. Indeed, the recent history of

the car industry suggests that for many multinationals involved in manufacturing there is little to fear from the establishment of trading blocs provided that a subsidiary is provided that a subsidiary is nicely ensconced inside each one. Trading blocs may diminish trade flows but they generate a protection in the form of higher prices charged to con-sumers that looks rather attractive on the bottom line. Last week's report by the National Consumer Council showed that lifting EC trade restrictions would reduce Japa-nese car prices in Europe by some 20 per cent. Japanese firms are not only making easy profits as a result of the barriers, they also allow European manufacturers to charge higher prices, producing income they would forgo in the

event of liberalisation. On this basis it would not be surprising if many companies not only the car sector but also in others such as consumer electronics, were privately hoping that the Uruguay Round does turn out to be a flop.

#### THIS WEEK

THE unemployment data in the US on Friday are expected to confirm the underlying weakness of the economy, as non-farm payrolls have continued to move downwards. As a good coincident indicator for GNP growth, this should confirm the positive outlook for

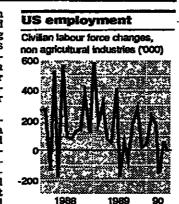
shorter-dated bonds.
But the Fed should be disinclined to ease rates further as a result. Both short and long-term inflationary pressures remain high: the heat-wave, a gasoline and oil shortage and the recent rise in oil prices could help prop rates at the longer end, while the bond markets are additionally con-cerned about the Administration's balancing act between fighting inflation and solving the budget conundrum.

There are few important releases in the UK, where the pound has competed with falling stock prices in Japan and rising oil prices for the market's attentions. Sterling's flir-tation with joining the exchange rate mechanism of the EMS has, traders feel, been too prolonged and the pound is no longer the one-way bet it once was. Analysts are judging that recent talk of a slowdown in domestic demand in the UK

The markets will also this week be assessing the eco-nomic impact of higher oil prices on the world economy. Other notable events and statistics, with median forecasts from MMS International, the financial research com-pany, in brackets include:

Today: US, Treasury Secretary Nicholas Brady testifies to the House Banking Committee on funding for the thrifts ballout, the House debates increas-ing public debt ceiling, per-sonal income (0.4 per cent) and consumption expenditure (0.7 per cent) for June. Japan, con-struction orders for June. France, final consumer price

index for June (0.2 per cent). Tomorrow: US, new home sales for June (0.2 per cent), Peter Montagnon of Purchasing Managers index



for July, agricultural prices for July. Canada, gross domestic product at factor cost for May (down 0.1 per cent). Japan, unemployment rate for June wholesale price index for 11-20 July, May diffusion leading index. June construction and housing starts (2.5 per cent). Wednesday: UK, official reserves for July (\$50m) new

consumer credit for June (£3.7bn). US, leading indicators for June (0.1 per cent), NAPM index (50.8), June construction spending. Australia, quarterly consumer price index (1,5 per cent). Japan, foreign exchange

reserves for July.

Thursday: France, Finance
Minister Pierre Bérégovoy
holds press conference. US, initial claims, factory goods orders, for June (down 1.6 per cent), money supply data.
Friday: US, congress
recesses for the summer, July non-farm and manufacturing payrolls, hourly earnings for July (0.3 per cent), civilian unemployment rate (5.3 per

The following indicators have no definite release dates: German industrial production for June (down 0.1 per cent), June manufacturing orders, current account (DM8.2bn),

trade balance (DM11.5bn).

\*UK forecasts from DKB International, the Japanese

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# Treading carefully towards full market transparency

HOW DO you make a market more transparent? That is a problem the officials in charge of the Eurobond market have wrestled with for years in the hope that greater transparency might lead to the enhancement of its reputation as an investor-friendly

marketplace. Transparency is important because it gives investors a sense that they can deal at a fair price on a spread in line with that on other, similar bonds. Put another way, they know that they are not being sold bonds away from the market price because they can see

the market price. It might seem a self-evident qualifi-cation for a serious international market, but the Eurobond market still has elements which resist fiercely the

prospect of full transparency. These elements are a throwback to the days when the market was less driven by institutional investors, and the disposal of sharply-priced paper was regarded as part of the game.

The argument runs that profitability is diminished in direct proportion to the visibility of price information. This is a highly dubious proposition. If transparency leads to greater confidence and turnover, returns from dealing should improve, not decline.

Much of the suspicion attached to the Association of International Bond Dealers' Trax system for trade matching comes from a concern that the

1997 2000

1995

1997

2000

1995

1994

150 150 125

Borrowers

US DOLLARS

Seiyu Ltd∳.

Nachi-Fujikoshi Corp.∳ Mitsui Tatyo Kobe Bank(e)∳

Credito Italiano(k) 🎔 🌢

Yuken Kogyo Co.¢ Council of Europe(p) ♦

CANADIAN DOLLARS

**AUSTRALIAN DOLLARS** 

Ford Credit Australia

Gen.Electric Cap.Corp.(b) 
Daimler-Benz Int.Fin.(I)

Nationwide Anglie B.S.(m)†◆

**D-MARKS** 

inabata & Co.∳♦

British Gas Int. Fin.

Daido Sheel Sheet + +54

Sanyo Denki Co. \*\*

SWISS FRANCS

KfW Int. Finance

Ricoh Cot

Tovo Sashe

Toyo Sashi

price data involved might be packaged and used to provide real-time

Indeed, the technology already exists for such a service. Trax could become the equivalent of a ticker tape, putting out almost instantly the price at which the last transaction in

a particular bond was done. In terms of investment decisions, this type of information has to be treated with some caution, because there are trades done in the market which can be well away from the cur-

rent market price. Such transactions are carefully monitored and regulated by the AIBD, which allows so-called special trades in certain circumstances. In general, however, a ticker tape would be shout as close as a market could get to full transparency and would be enthusias-

tically welcomed by investors.

Small wonder the AIBD itself is treading carefully. Although its officials know the potential of the Trax system, they have to weigh the value of transparency against the wishes of

the association's members. That is why the price data cur-rently provided by the AIBD and disseminated, for example, daily in the Financial Times, comes not from Trax, but from the council of report-

ing dealers. These are the equivalent of Eurobond market-makers. They feed their

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100.20

100

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Hambros Bank

Nomura Bk (Germany)

Merrill Lynch Bank

West! B

101.40 Bca.Comm.ftaliana

SBC Citicorp Inv. Bank

UBS

bid-offer prices to the AIBD in London invitations and follow one of two at the end of each day. An algorithm averages the prices to try to establish the best price for each bond.

Prices likely to be away from the market are stripped out. For example, in a sample of three or more prices on a particular bond, the highest and lowest figures are removed. The system looks for genuine price levels and, on more liquid bond issues, might be sampling up to 20 different prices. This produces a price guide which has been broadly embraced by investors, although it has to be remembered that it is only a quota-tion system. It is not based on actual

trades, prices of which might vary considerably.

The market has taken steps itself to introduce more transparency, particularly on new issues. Until recently, the traditional syndication method, with its apparently straightforward fee structure, meant in practice that syndicate members could try to offload paper at prices most advanta-geous to themselves without investors having recourse to reliable bench-

On well-priced issues, this meant the underwriters could profit by selling paper expensively to investors on grounds that it would perform well in the secondary market.

When issues were aggressively priced, they could still accept their

**NEW INTERNATIONAL BOND ISSUES** 

paths. Either they could discount some or all of the fees to themselves and place bonds with investors at a more generous price, or they could use the inter-dealer broker market to place the paper anonymously back to the lead manager, a practice which aroused fierce controversy in 1989 and helped lead to the introduction of new

syndication methods. Ironically, broker-dealers provide a measure of transparency in that anyone willing to pay for a dealing screen can subscribe to their dealing pages and see live prices. But, again, this is is an ad-hoc and partial solution to transparency. Further, the bulk of broker-dealer business is in the new issue market, leaving the secondary

market poorly represented. The fixed-price re-offered method of underwriting was intended to intro-duce more visibility to the new issue market. The idea was to fix a price at which bonds would be offered to investors, with all the underwriters working for the same fee.

Correctly used, the technique has made some parts of the market more transparent, although it has quickly reached its current limits of applica-

Worryingly, its introduction has had the effect of creating a dual culture in the market, and this threatens to undermine the concept of marketINTERNATIONAL CREDITS

## UK banks win most electricity mandates

TWO UK clearing banks. Barclays and Midland, have mopped up most of the mandates so far disclosed to finance the UK's regional electricity companies, due to be floated in November. About 18 banks are said to have been involved in a fierce bidding

point to pockets of price clarity, they

can continue to disguise the murky

bulk of their trades. The fact that this duality overlaps the divide between

the institutional and retail markets

prices, however. It also helps if inves-

fors can relate price and volume or turnover. In an ideal market, a pre-

cise relationship between price and

liquidity would exist, with the most

active issues enjoying the finest dealing spreads and most competitive

The provision of regular turnover

statistics is a relatively recent innova-

tion, but the trend is towards more detailed information and that will

help investors. As with prices, Trax

At present, however, there is not

much interest in turnover, partly because the information needs to be quite specific before it is of real value.

The two international clearing organisations, Euroclear and Cedel,

are providing more useful turnover

information. Euroclear recently

changed its reporting format to give much more precise figures on the

most actively traded fixed and float-

ing-rate Eurobonds, as well as differ-

Andrew Freeman

ent government securities.

101.95 Bge Paribas (Lux)

100

could provide precise figures.

Transparency is not just about

for Eurobonds does little to help.

Official mandates are expected to be awarded in the next few days, but a number of informal mandates have already been given.

South-Eastern and Mersey-side and North Wales Electricity have appointed Barclays Bank, while Midland, London and South Wales Electricity have mandated Midland Bank, according to market partici-pants. In addition, Manufacturers Hanover is believed to have received a mandate for East Midlands Electricity's financing, while National Westminster is also thought to have a mandate.

Underwriting groups will be assembled in the next two to three weeks, and syndication is then likely to start in the sec-

ond half of August. Meanwhile, Northern and Norweb are expected to appoint banks early this week, followed by Southern and Eastern next week, bankers said. Yorkshire Electricity is the only company which is expected to use a series of bilateral

loans, instead of syndicated The syndicated financings are expected to take the form of revolving credit facilities which mature in about five years, a year after the interim

reviews on electricity pricing. The average size of the transactions is expected to be about £250m, but one or two of the larger companies, such as Eastern and East Midlands, are likely to raise as much as

Competition for the mandates means that the transac-tions will be finely priced. The fiercest pricing is expected to be a margin of 15 basis points above the London interbank offered rate (Libor), with most transactions priced at 171/2 basis points to 20 basis points above Libor. The facility fees, originally expected to range from 7 to 10 basis points, are likely to be squeezed towards the lower end of that range and one is said to carry a 6%

hasis point fee. Most banks are expected to charge 7 to 8 basis

For such lending to prove worthwhile, banks must be hoping that secondary business will be generated on a local level.

Meanwhile, National Grid is said to be talking to five banks, including several UK clearing banks, about its financing, which could be as large as £750m. Although National Grid is a superior credit, the larger size of the issue and the lack of secondary business to be gen-erated are likely to iron out any pricing differential, bank-

 Nationwide Anglia has established a \$1bn US commo cial paper programme, with First Boston and Shearson Lehman as dealers. • Capital Holdings, the US insurance company based in Louisville, Kentucky, is raising

\$450m through Credit Suisse First Boston. • Three Turkish banks completed loan financings. A \$50m revolving credit for interbank, the Turkish commercial bank, was completed by J.P. Morgan as arranger. The three-year revolver carries a margin of 50 basis points above Libor.

Türk Ekonomi Bankasi signed a \$30m two-year loan agreement with Deutsche Bank Luxembourg. Deutsche Luxembourg is also the arranger of a \$20m syndicated revolving credit facility for another Turkish bank, Finansbank. The one-year facility can be extended for a second and third year, subject to the lenders' consent. Interest is set at Libor plus 55 basis points annually.

• TGB Finance has signed an agreement for a £160m syndicated revolving credit facility with a tender panel. J. Henry Schroder Wagg is leading the transaction.

This is the first big financing for TGB, which provides stock-ing finance to Toyota dealerships and a range of consumer financing facilities to their cli-

The committed banks will receive an underwriting fee of 10 basis points and a margin on drawings under the committed facility for 15 basis points

Tracy Corrigan

Canon Sales Co.(n)★★§♠
OSG Corp.★★♦♠
Gen. Electric Cap.Corp.♠
Montreal Trust Co.★★♠ 1994 1994 1995 1995 2005 100 101% Nomura Int. Wirtschafts-und Privathi J.P. Morgan Secs. Nomura Int. 8.936 4.750 Postipankki(h) Yamaichi Int. (Eur) Mitsui Taiyo Kobe Nomure Int. 4.75 Merrill Lynch Int.

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YEN	_ •						
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Skopbank∳ Den Norske Bank∳ Skopbank(f)∳	10bn 5bn 3bn	1993 1993 1997	3 3 74	7½ 7.31 (f)	101 % 101 % (f)	Nippon Credit Int. IBJ Int. Bk of Takyo Cap,Mkts	6.976 6.788
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LUXEMBOURG FRANCS		1030	J		101-2	NO III.	0.170

\$100 \text{Visitable rate notes. Thouting rate notes. \$Convertible. With equity warrants. \$Final terms. 3) Fixed re-offer price at par. b) Coupon first 2 yrs pays \$4 %, then 15% % manus 6-month Libor thereafter. Non-callable. c) Short first coupon pays \$\frac{1}{2}\$ over 3-month Libor, then 7½ % fixed thereafter. \$\frac{1}{2}\$ in the 7.2% fixed thereafter. \$\frac{1}{2}\$ over 3-month Libor plus \$\frac{1}{2}\$, then 7.2% fixed re-offer price. Non-callable. e) Partial amount of \$20m\$ retired end March 1991. f) Coupon pays 3-month Libor plus \$\frac{1}{2}\$ in the 7.2% annually thereafter. Unlisted \$\frac{1}{2}\$ Unlisted Non-callable. h) One call only after 10 years at par. [] Callable from August 1993 at 101, then 100½ from 1994 but only if no warrants are outstanding. [] Fixed re-offer price. Non-callable. h) Coupon pays \$\frac{1}{2}\$ very 1.5m; \$\frac{1}{2}\$ in the 150 \$\frac{1}{2}\$ from 1994 but only if no warrants are outstanding. [] Fixed re-offer price. Non-callable. n) Founds \$\frac{1}{2}\$ in the 150 \$\frac{1}{2}\$ in the 150 \$\frac{1}{2}\$ in the 100 \$\frac{1}{2}\$ from 1994 but only if no warrants are outstanding. [] Fixed re-offer price is \$\frac{1}{2}\$ in the 150 \$\frac{1}{2}\$ in the 100 \$\frac{1}{2}\$ from 1994 but only if no warrants are outstanding. [] Fixed re-offer price is \$\frac{1}{2}\$ in the 150 \$\frac{1}{2}\$ in the 100 \$\frac{1}{2}\$ from 1994 but only if no warrants are outstanding. [] Fixed re-offer price is \$\frac{1}{2}\$ in the 100 \$\frac{1}{2}\$ from 1994 but only if no warrants are outstanding. [] Fixed re-offer price is \$\frac{1}{2}\$ in the 100 \$\frac{1}{2}\$ from 1994 but only if no warrants are outstanding. [] Fixed re-offer price is \$\frac{1}{2}\$ from 1994 but only if no warrants are outstanding. [] from 100 \$\frac{1}{2}\$ from 1994 \$\fr

This announcement is not an offer or an invitation to subscribe for the units described below and appears as a matter of record only. The Closing Date for the Placing was 12th July, 1990

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July 1990

Skand, Enskilda Banken 4

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Westdeutsche Landesbank

#### INTERNATIONAL COMPANIES AND FINANCE

# Bearish outlook for troubled Bull

Alan Cane finds the computer company sliding further into the red

side of Groupe Bull, the French state-owned computer manufacturer. Today, it will report losses at the half-year stage of FFri.88bn (\$331m), almost double the budgeted shortfall.

lis plans to return to profit-ability include further streamlining of its workforce and an acceleration of fundamental restructuring designed to bring it into line with industry

trends.
Along with other mainframe computer manufacturers, Buil traditionally makes most of its sales in the final three months of the year. However, the size of its deficit at six months makes it virtually certain that the company will be unable to return to profit in 1990. It made overall losses of

FFr267m on sales of FFr32.7bn ast year, the first time it had fallen into the red in three

Mr Francis Lorentz, chairman, attributed last year's deficit to a combination of production difficulties at the group's Angers, France, manufacturing site - now solved - and the strength of the dollar, which pushed up the cost of components,

This year's problems were more serious, he said, because they were rooted in profound changes in the structure of the worldwide computer industry



Francis Lorentz: mainframe market essentially flat

and were therefore significantly more difficult to solve. Mr Lorentz said the company had planned and budgeted for losses of about FFribn at the half-way mark. There were two chief reasons for the substantially greater deficit: Computer shipments were

less than expected because the effects of a group-wide restructuring programme, put in place at the beginning of the year to improve efficiency, had hurt sales much more than expected.

In the first six months of the year, the company streamlined its sales operations in the US. France and Italy, and began to move away from direct sales towards third party channels such as selling through dealers and software houses. It also moved towards providing computing services for its customers, placing less emphasis on sales of hardware.

The restructuring diverted executives' time and attention away from sales to a greater extent than the company had planned. Mr Lorentz thought it cost Bull between \$100m and \$150m worth of sales Ho said the programme was now

 An industry-wide and accelerating trend towards erosion of gross margins. Maintrame computers typically command large gross margins of 60-80 per cent, which have underwritten the computer industry's expensive direct sales strategies.

But personal computers and computers based on "open systems" command gross margins of only 30-50 per cent. Mr Lorentz said. Open systems technology, which enables computers from different manufacturers easily to be connacturers easily to be con-nected together and to run software from different sources, is becoming increas-ingly popular.

Mr Lorentz said the market

of Japan have a minority stake, and Zenith, the US-based personal computer manufacturer Bull acquired last year. for mainframe computers was It would also move more rapessentially flat; the market for idly to integrate its proprietary mainframe technology and Unix technology under the personal computers and open systems was growing much faster than expected, resulting

## sell stake in leading port producer

By Patrick Blum in Lisbon

COFIPSA, the Portuguese holding company controlled by Mr Carlo De Benedetti, appears set to sell its 40 per cent stake in Real Companhia Velha, one of Portugal's lead

ing port producers.
This follows months of bitter disagreements with Mr Manuel da Silva Reis. Real Companhia's major-ity shareholder, over strat-

egy. Neither Collpsa, nor officials from the De Benedetti group, would comment, but relations between the two major shareholders have become so embittered that one of the two will have to go, a local analyst said. This raises the possibility of Cofipsa buying out Mr Silva

Colipsa bought its stake in the company last November in a move that was designed to encourage synergies between the Portuguese port producer and Bodegas Berberana, a Spanish Rioja wine company in which Cofir, the De Benedetti group's Spanish holding company, holds a 49 per cent

Cofipsa is said to be ready to sell its stake in Real Companhia to Casa do Douro, a Portuguese para-state institution, for about Es8tn (\$55m). The news has caused an

uproar among Portugal's port shippers and producers, who argue that it is inconceivable that Casa do Douro, whose main function is to regulate the port market by controlling prices, production and quality, should be allowed to become a direct competitor in the mar-

Mr Manuel Pintao, president of the Associação dos Exporta-dores do Vinho do Porto, the Oporto wine association, has called for the deal to be stopped.

The association is threaten-

ing to reduce substantially its purchases of wine from local producers in protest. Some 30,000 large and small wine producers are members of the Casa do Douro. Mr Pintao says the associa-

tion also will take its case to the European Court unless the decision is reversed or

# German futures trade to take over

By Andrew Fisher in Frankfurt

TRADING on new futures contracts on the Deutsche Ter-minbörse, West Germany's futures and options exchange, will have to be delayed beyond the middle of September because of teething problems with new software, the DTB

said yesterday.

The trading of futures contracts on long-term West German Government bonds (Bunds) and on the 20-share DAX index was due to begin on September

However, the DTB has now decided to postpone a planned simulation programme, which alongside the existing trading of options on 14 leading German

Dealings in these share options began in January. The DTB will decide next month on its new timetable for the simulation programme and the start of dealings this autumn in the two new products.

It decided on the postpone-

with the performance of the software and wanted to give its members enough time to get used to the new programme before trading began.

Further DTB products are also in the pipeline. It plans to add a futures contract on medium-term Bunds, a DAX option; options on both DAX and Bund futures; and a futures contract on three-month D-Mark interest

#### COMPANY NEWS IN BRIEF

BANK JULIUS BAER of Zurich said its earnings had improved considerably in the second quarter after an unsatisfactory first three months. writes William Dullforce.

Net interest income had exceeded the result for the first half of 1989, but other income items had not come up to last year's figures. Operating costs had remained below the fig-ures budgeted for the first half. Last year the bank, which specialises in private and investment banking, recorded a 21 per cent increase to SFr44.7m (\$32.4m) in net earnings. During the first half of 1990 the balance sheet total rose by 21 per cent to SFr5.1bn.

■ Mass Transit Railway Corporation, which operates Hong Kong's underground rail network, reported that overall losses increased to HK\$217m (US\$28m) for the first half of the year from HK\$160m a year earlier, writes Angus Foster in

Hong Kong. Interest and finance charges rose to HK\$796m from tion recorded a HK\$2m loss on property development, compared to a HK\$72m profit last time.

Fare revenue, however, rose 17 per cent to HK\$1.27bn, helped in part by last year's opening of Hong Kong's second cross harbour rail and road link. Outstanding loans were little changed at HK\$17.14bn, and the corporation said it is still on target to cover interest costs with operating profits in the early 1990s.

■ Co op, the troubled West German food retailer, agreed to sell its SB-Warenhaus und Fachmarkt unit to Promodes, France's second-biggest distribution group. Terms were not disclosed, but a West German financial newsletter speculated that the sale would fetch between DM220m (\$135.8m) and DM300m, Agencies report.

SB consists of 47 Plaza self-service department stores in West Germany, which have annual sales of about DM2bn. Mr Franz Wolf, Co op chairman, said the sale was a deci-

sive step in the company's restructuring efforts. The deal means Promodes can realise its goal of entering the German

■ An agreement to create La Caja de Ahorros y Pensiones de Barcelona was signed on Friday, merging Spain's largest and eighth largest savings

The entity, with assets of Pta5,200bn (\$52.3bn) and deposits totalling Pta3,800bn, becomes easily the largest financial institution in Spain. was formed from the merge of Spain's largest bank, La Caja de Pensiones, known as La Caixa, with La Caja de Ahorros y Monte Piedad de Barcelona.

## Cofipsa may | Software hitch delays | ED&F Man Chicago brokerage

By Barbara Durr

E. D. & F. Man, the London soft commodities brokerage, is tak-ing over GNP Commodities, a troubled Chicago-based com-pany which faces expulsion from the futures industry. An agreement struck late last week is to be finalised today. GNP will transfer its cus tomer accounts and employees to E. D. & F. Man International Futures and

plans to cease operations.

GNP and its chairman, Mr
Brian Monieson, a former
chairman of the Chicago Mercantile Exchange, the world's second largest futures exchange, were ordered to be expelled from the futures industry last May and each fined \$500,000 by the Commodity Futures Trading Commission (CFTC), the US industry regulator. Mr Monieson and his ompany are appealing against

the decision. The CFTC's ruling came after the agency found that two GNP brokers were found guilty of defrauding customers. Mr Monieson, who was not charged personally with fraud, was accused of failing to oversee properly his employees. The two brokers were also fined and expelled from the industry.

The case has caused an uproar in the futures industry because of the precedent it sets. Under this decision, big futures companies are not just fined or suspended, but can be put out of business for the wrongful activities of any of their employed

E. D. & F. Man, known as a large coffee, sugar and cocoa broker, will be widening its range of futures business with the acquisition.

E. D. & F. Man will assume neither GNP's legal liabilities from the CFTC case nor other civil litigation against the com-

Correction

Sulzer

IN the graph accompanying Friday's article on Sulzer's marine diesel deal, the figures for Sulzer and for MAN-B & W were transposed.

# Swissair profits collapse

By Our Financial Staff

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(J. 182, 182)

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SWISSAIR, Switzerland's publicly traded national air line, announced a sharp fall in pre-tax operating profit for the · first half of 1990 and stepped up its cost-cutting programme.

Profit collapsed to SPr70m (\$51.1m) from SFr215m a year earlier, in spite of a slight rise in revenue to SFr2.37bn from , SFr2.3bn. Costs before depreciation were up 10.3 per cent SFr2.30bn against SFr2.08bn, and the airline's overall load factor was 64.6 per cent, down from 65.3 per cent. Tor combine

> uncertainty over how second-half traffic is likely to develop, firm forecasts on 1990 results "extremely difficult to

Swissair said that, with

Mr Peter Nydegger, finance chief, said the company would

use management consultants to help it pare soaring costs. The airline had launched a

to see where it could save Customer service and security would be spared budget cuts, Mr Nydegger said. But everything else is subject to malysis." he said. He could not

sweeping review of operations

rule out possible layoffs. In a letter to shareholders, Swissair said personnel costs jumped 14 per cent in the first half. A sharp rise in jet fuel prices in the first quarter also

measured in francs. Mr Nydegger said Swissair had hired McKinsey & Co to help it review the entire company's organisation.

## PWA raises C\$300m loan

By Robert Glbbens in Montreal

PWA, parent of Canada's second largest nirline, has negotiated a C\$300m (US\$250m) loan facility with a group of banks led by Mitsui Bank to support its US\$1.25bn re-equip-

Canadian Airlines International (CAIL) is buying new Boeing and Airbus aircraft over the next four to five years. The programme has been trimmed back because of the slow domestic air travel market and PWA's heavy debt

lifted expenses, and the strong Swiss franc held down profit facility completes the airline subsidiary's financing for the re-equipment programme at rates averaging between 8 and 9 per cent. Other loans have been arranged with domestic,

European and other Asian Institutions. PWA has already sold most

and the economy revives.

NOTICE TO THE HOLDERS SOCIETE GENERALE IN CONNECTION WITH THE

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Specification is hereby given

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P.M. fixing) on the business

day in London following the

ounce of gold and USD: 409,80, in accordance

with the "Terms and

Procedure", land not London

P.M. fixing on the Exercise

Date as described erroneously

in the introduction of the Terms and Conditions of the

Warrants").

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in heavy pressure on margins.

It was an especially difficult situation for Bull because it

was committed to open systems and especially to com-puters running the "Unix" operating system. "We want to

be one of the major suppliers of Unix computers," Mr Lor-

What are his plans to cope with the reversal in Bull's for-

tunes? "We have put in place

unes? "We have put in place an action plan on sides, gross-margins and costs to do everything we can to reach our initial goal of returning to the black this year. We will fight, but it will be very difficult."

"At the same time we have

"At the same time we have

started a two-year recovery plan to be ready at the end of

September. It will involve fur-

ther streamlining of the organ-isation. By the end of 1990 we

will have only about 40,500 peo-ple compared with 43,500 in

The integration of the com-pany worldwide would be

speeded up to gain economies of scale through costs sharing

at Buil SA; Bull HN, in which Honeywell of the US and NEC

1989 and 47,000 in 1987.

entz said.

of Wardair's equipment and now plans further asset sales of C\$125m, including a leasement programme. back deal on its operations headquarters in Vancouver. Last week PWA sold two Boeing 747-400 order positions to American Airlines for

C\$100m, and has delayed expansion in the Pacific area by one year. Mr Steve Garmaise, airline load following the takeover of Wardair in early 1989. PWA said the latest loan analyst with First Marathon Securities in Toronto, expects PWA to post a small operating loss before aircraft sales for 1990. He estimates PWA's debt has been reduced to well below \$1bn. Prospects will improve if domestic interest rates decline



The Kingdom of Belgium

US\$400,000,000 Floating rate notes due 1996

In accordance with the provisions of the notes, notice is hereby given that for the interest period from 30 July, 1990 to 30 January, 1991 the rate of interest on the notes will be \$55 per annum. The interest payable on the relevant interest payment date, 30 January, 1991 will be US\$10,222.22 per US\$250,000 note.

Agent: Morgan Guaranty Trust Company

#### The Seoul Asia Index Trust

(a securities measurem must resident a table the laws of the Republic of Korea)



#### Citizens Investment Trust Management Co., Ltd.

Bankers Trust Investment Management Limited

International Adviser

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Daishin Securities Co., Ltd. Nikko Merchant Bank (Singapore) Ltd.

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FTSE 100

TELEPHONE. 071-828 7233 AFBD MEMBER WALL STREET July 2326/2636 -3 Aug. 2908/2920 -7 Sept. 2374/2384 -3 Sept. 2920/2932 -7 5pm Prices. Change from previous 9pm close HOW WELL DID YOU JUDGE THE MARKET?

> Notes of U.S. \$100,000 U.S. \$4,198.64 per coupon. THE SANWA BANK LIMITED

JPMorgan

## Republic of Portugal

FF 700,000,000 Floating Rate Notes due 1995 (issued on July 24, 1987)

FF 700,000,000 Floating Rate Notes due 1995 (second tranche issued on April 26, 1988)

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from July 26, 1990 to October 26, 1990, the Notes will carry an interest rate of 10.1375 % per annum. The interest payable on the relevant interest payment date, October 26, 1990, will be FF 259.07 per Note of FF 10,000 nominal and FF 2,590.69 per Note of FF 100,000 nominal.



The Agent Bank KREDIETBANK S.A. LUXEMBOURGEOISE

## **EUROPEAN DUTY FREE INDUSTRY**

The Financial Times proposes to publish this survey on:

20th September 1990

For a full editorial synopsis and advertisement details, please contact

JONATHAN WALLIS

Southwark Bridge

оп 071 873 3565 or write to him at : Number One

SEI 9HL **FINANCIAL TIMES** 



#### **EUROPEAN INVESTMENT BANK**

7.75% US\$ Bonds of 1986, due 9th July, 1996

Notice is hereby given to Bondholders that during the twelve-month period ending 9th July, 1990, US\$ 2,239,000 for the European Investment Bank's 7.75% US\$ Bonds of 1986, due 9th July, 1996, have been purchased.

As of 9th July, 1990, the principal amount of such Bonds remaining in circulation was

US\$ 222,761,000

EUROPEAN INVESTMENT BANK

Luxembourg, in July 1990

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#### **CB FUND INTERNATIONAL** Société d'Investissement à Capital Variable R.C. Luxembourg B 21.603 NOTICE OF MEETING

Notice is heroby given that the Annual General Meeting of CB FUND INTERNATIONAL will be held at the Registered Office in Lanembourg, 10A, Boulevard Royal, on:

Friday 17th August, 1990 at 14 hours 30,

arpose of considering the following Agenda: t. To receive and adopt the Management Report of the Directors for the

To receive and adops the Report of the Auditor for the year to  $31\,\mathrm{st}$  May, 1990. To receive and adopt the Armual Accounts as at 31st May, 1990.

8. To transact any other business.

To appropriate the earnings. To grant discharge to the Directors and the Anditor in respect of the execution of their mandates to 31st May, 1990.

To receive and ect on the statutory nomination for election of the Directors and the Auditor for a new term of one year. To reduce the number of Directors from 4 to 3.

The resolutions will be carried by a majority of those pre-

The present notice and a form of proxy have been sent to all a on record at 24th July, 1990. In order to arrend the meeting, the owners of deposit their shares not less than five clear days meeting at the Registered Office.

Proxy form: are available upon request at the Registered Office of the Company. By order of the Re

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TOTAL THE PARTY OF

FINANCIAL MARKET UPDATE LINE 0836-405 309 25p per min (cheap rate) 38p per min (other times

CAL Futures Ltd Windsor House in Victoria Street SWIH ONW Tel: 071-799 2233 Fax: (171-799 1321

FLASH LIMITED SERIES D U.S. \$30,000,000 Secured Floating Rate Notes Due 1993
In accordance with the conditions of the notes, notice is hereby given that for the six-month period 30th July 1990 to 28th January 1991

(182 days) the notes will carry an interest rate of 8.305% p.a. Relevant interest payments will be

#### INTERNATIONAL CAPITAL MARKETS

**US MONEY AND CREDIT** 

## Bond market's vision of recession

THE BOND market peered into the near-term future last week and thought it finally saw the prospect of impending reces-

sion. Last Friday's % point rise in the 30-year Treasury benchmark - producing a yield of 8.48 per cent - was the rally reaction with which investors greeted the news that infla-tion-adjusted second-quarter GNP growth was a mere 1.2 per cent, and that 1989 overall growth had been revised downward to 2.5 per cent from a previous three per

Not even the most clever spin doctors at the Bush Administration's Department of Commerce can put a gloss on these numbers, which show that the economic outlook is not only uncertain at present but has actually been a lot worse over the past year than was acknowledged by official-

"History," as the analysts at Kleinwort Benson put it "has therefore been rewritten and the economy has been far more sluggish than previously

What is more, the secondquarter GNP figure, which surely fits the popular and palliative notion of the economy being in a "low growth chan-nel," had as much to do with inventory rebuilding as actual

economic progress. The 1.2 per cent figure was itself a drop from the 1.7 per cent GNP growth recorded in the opening quarter of 1990, a figure which in turn had been revised down from an earlier 1.9 per cent. The implicit deflator was meanwhile 4.4 per cent in the second quarter, higher than the markets were expect-

Also significant was the fact

Primary Market

Teek to July 26, 1990

**EUROMARKET TURNOVER (\$m)** 

that final sales (GNP adjusted for swings in inventory levels) declined by an annual rate of 1.5 per cent in the second quarter, which compared with a 3.8 per cent rise in the first quarter.

The components of second quarter US macro-economic performance all point to a weaker outlook for the third and fourth quarters than has been indicated thus far by the majority of America's "Don't worry! Be happy!" economic

For example, net exports fell by \$11.1bn in the second quarter. So did business investment, by 6.1 per cent on an inflation-adjusted basis. Consumer spending and personal income figures were also lower, although not yet sharply enough to warrant fears of an immediate slide into no-growth.

Taken together, however, last Friday's indicators imply that the coming months will be at best an iffy proposition and that the Government's latest prediction of a 2.2 per cent GNP growth rate for the whole of 1990 may be politically opportune, but conceivably on

the optimistic side These gloomy statistics mean two things. Firstly, they give more backing to the "teetering on the brink of" school of American thinking; they suggest that the smartest US businessmen, bankers and institutional investors are those who are getting ready to fasten their seatbelts for a patchy 1990, a time that is likely to see more confusion and damage coming from the still-unsolved problem of the federal budget deficit, a spate of sectoral shake-ups, mergers, real estate bankruptcies, higher loan losses at banks and

problematic profits in several key manufacturing sectors.

Secondly, as Salomon Brothers noted on Friday, the newly released national output data will strengthen the Federal Reserve's conviction that its recent easing move was appropriate. The new numbers should also reinforce the Fed's existing bias toward a further easing of rates.

The Fed funds rate, notched a quarter of a point lower to 8 per cent two weeks ago, could be headed to the 7% per cent to 7% per cent range before the

The bottom line appears to be that unless there is the surge in final demand that optimists claim will come in the fourth quarter, the US economy could well approach the New Year in an even more parlous state than it now

If the end of last week saw listless trading in the Treasury market turn to GNP-induced rally, the equity market seemed to wake up to the new realism as well.
What is most striking for the

observer of Wall Street is that the makers and breakers of the Dow Jones index, as well as the Treasury yield, have waited so long to recognise the fundamental duliness of the US the

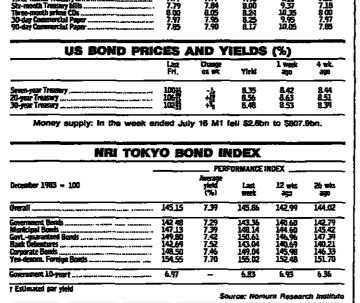
economy. But when one realises how widespread is the market's proclivity to short-term analyses of all sorts of indicators, be they quarterly GNP figures or earnings per share, the wishful thinking syndrome on longer term forecasts seems less sur-

prising.
A visit to the battered real estate markets of Denver or the auto plants of Detroit certainly gives a better heartland feel for the state of the economy than would a visit to Wall

Mr Alan Greenspan of the Fed prefers the East Coast cocktail circuit to mucking about in Middle America, and last week he was being feted on Capitol Hill and in the press as a man with political antennae so sensitive that he can squirrel his way through the most uncertain summer and

So Mr Greenspan's much vaunted instincts - both mon-etary and political - are expected to lead him to a gentle easing of rates before the economy sputters much further in the autumn, and this is likely to be, quite coinciden-tally, in time for the November mid-term elections.

Alan Friedman



US MONEY MARKET RATES (%)

OF

Total

50,724,5 48,703,3 82,529,7 69,797,7

7%% CONVERTIBLE SUBORDINATED DEBENTURES DUE JUNE 16, 1997 CONVERTIBLE INTO COMMON SHARES OF

#### TRIMAC LIMITED

Redemption Date: September 21, 1990 Conversion Right Expires: September 20, 1990

NOTICE is hereby given that Trimac Limited ("Trimac") intends to redeem and hereby calls for redemption on September 21, 1990 (the "Redemption Date") all of the outstanding 74% Convertible Subordinated Debentures due June 16, 1997 (the "Debentures") and issued pursuant to a trust indenture dated June 16, 1987, between Trimac and The Royal Trust Company as Trustee (the "Trust Indenture"). Upon presentation and surrender of the Debentures together with all unmatured coupons appertaining thereto to the office of the Trustee or a paying agent specified below (the "Paying Agents"), Trimac will pay to or to the order of the holder of each Debenture a redemption price equal to 104.50% of the principal amount redeemed plus accrued interest thereon to the Redemption Date. The interest payable for the period from the most recent annual interest payment date (June 16, 1990) to the Redemption Date will be \$19.13 per \$1,000 principal amount redeemed. \$19.13 per \$1,000 principal amount redeemed.

NOTICE is further given that in accordance with the terms of the Trust Indenture, upon the deposit by Trimac with the Trustee or any Paying Agent, of the sum required to pay the redemption price (including accrued interest) on all outstanding Debentures, the Debentures shall not be considered to be outstanding and interest upon the principal amount of the Debentures shall cease from and after the Redemption Date.

#### OPTION TO CONVERT IN LIEU OF HAVING DEBENTURES REDEEMED

Debentureholders may convert any or all of their Debentures into Trimac's Common Shares at the rate of Debentureholders may convert any or all of their Debentures into Trimac's Common Shares at the rate of 179,13 Common Shares per \$1,000 principal amount of Debenture surrendered plus cash in lieu of fractional shares, prior to the close of business (at the office of the Trustee or Paying Agent at which the conversion right is being exercised) on September 20, 1990 (the "Time of Expiry"). There shall be no adjustment by Trimac on account of any interest accrued or accruing on Debentures from June 16, 1990. The method of delivery is at the option and risk of the holder but the method must permit delivery to the Trustee or a Paying Agent on or before the Time of Expiry. If Debentureholders do not convert their Debentures prior to the Time of Expiry, their right to convert will terminate. Debentures held by them after the Time of Expiry will be redeemed as provided above.

So long as the market price of Trimac's Common Shares is greater than \$5.94 per share, a holder of Debentures who converts will receive Common Shares of Trimac having a market value, plus cash in lieu of fractional shares, greater than the amount of cash the holder would otherwise be entitled to receive apon redemption. Holders of Debentures are urged to obtain current market quotations for Trimac's Common Shares.

To convert Debentures into Common Shares of Trimac, holders must present and surrender their Debentures together with all unmatured coupons and a duly signed and completed conversion notice at any of the offices of the Trustee or Paying Agent. Conversion notices are obtainable from the Trustee or any of the Paying Agents. Holders delivering a Debenture for conversion must pay all taxes and stamp, issue and registration duties (if any) arising on conversion other than any taxes or capital or stamp duties payable in Canada by Trimac in respect of the issue of Common Shares on conversion. Certificates for Common Shares issued on conversion will be delivered to the converting Debentureholder in accordance with the directions contained in the conversion notice at the risk of such Debentureholder within 15 days after the conversion date.

Reference is made to the Trust Indenture for the full text of the provisions relating to the redemption and conversion of Debentures.

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The Corporate Trust Department 4th Floor, 74 Victoria Street P.O. Box 475, Adelaide Street Postal Station Toronto, Ontario M5C 2J5

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Luxembourg Canadian Imperial Bank of Commerce (International) S.A. 49 Avenue Hoche 75008 Paris France

Canadian Imperial Bank of Commerc Head Office — Commerce Court Toronto, Ontario M5L 1A2

Trimac Limited

Dated July 30, 1990

# From pillar to post and back again

THE gilts market went from pillar to post last week, torn between strong and opposing forces. It closed up on the week, but in between saw some connected with the pound's strength or weakness and a large fall on Wall Street. Gilts ended sharply higher

on Friday, partly because of the pound's surge at the very end of the week. The Treasury 11% per cent 2003/2007 was up nearly a full point at 1021 to yield 11.36 per cent, below its peaks of the day. This came after a series of disappointments, largely caused by com-ments from Mr John Major on inflation. The market was boosted by further comments from the Chancellor on the subject of early entry to the Exchange Rate Mechanism of the European Monetary Sys-

With the publication of Sir Alan Walters' book on Friday,

one chapter in the history of Britain's sullen European courtship is now closed. But last week emphasised that in between now and entry an awful lot can happen to the pound and gilts, and that once in, the chain of events are by no means easily predictable. At the moment, most analy-ses of the gilts market are broadly favourable because the inflation outlook is improving as the UK economy slows down. But all reveal the difficulty of deciding the key question of whether gilts are a buy or a sell at present levels. ERM entry continues to dominate calculations of inflation, interest rates, and the currency, but UK gilts yields Restated at par (%) Jul 20, 1990 🕃 Jul 27, 1990 10 years 20

the timing and tactics of ERM entry are still outside the pub-

From the monetarist point of view, the best news of the year was provided by the apparent slowdown in M0. the narrowest measure of money in July, which economists extrapolated from figures for the increase in notes in circulation. Having been well above target range at 7 per cent and over, the rate of increase in M0 looks set to slide back to 5.5 per cent in July, and may be within target range next month.

Against this must be set the Government's persistent refusal to adopt a tougher attitude to domestic monetary conditions, which has been especially irksome to monetarists. Further, there are worries about the consequences of ERM entry on interest rate stability, expressed by Sir Alan while an adviser to Mrs Thatcher, David Smith, economist at Williams de Broë, the

brokerage, has repeatedly central bankers, some public warned that membership may on the need for interest rate be short if policy cannot sustain the required anti-inflation-

ary squeeze. From the point of view of neo-Keynesian fundamentalists, who look more closely at the movement of the demand side of economic activity, there is a sharp dichotomy. The weakening economy looks set to provide lower inflation, but may also reduce government revenues, thus increasing the possibility of supply. There is also a continuing doubt over the policy decisions which will take the UK through ERM, and it is this that contributes to the often-expressed doubts about the political motivations for

entry.

These doubts are reflected in the chartist view of the mar-ket, which shows the long gilt future in an ascending chan-nel, and makes it "a cautious buy," says Brian Box of Warburg Securities. But he points out that its behaviour should lead to considerable concern about the potential downside. Thus all three views show con-siderable scepticism over the

The EMS is not at its most stable at the moment, emphasising that joining it is not like getting under an umbrella, but rather like catching a moving

The strength of the Spanish peseta, boosted by high interest rates, has left the D-Mark, the guilder, and the franc bumping along at or near the bottom of the parity grid. This has led to fraught exchanges between finance ministers and

on the need for interest rate cuts in the strong currency nations.

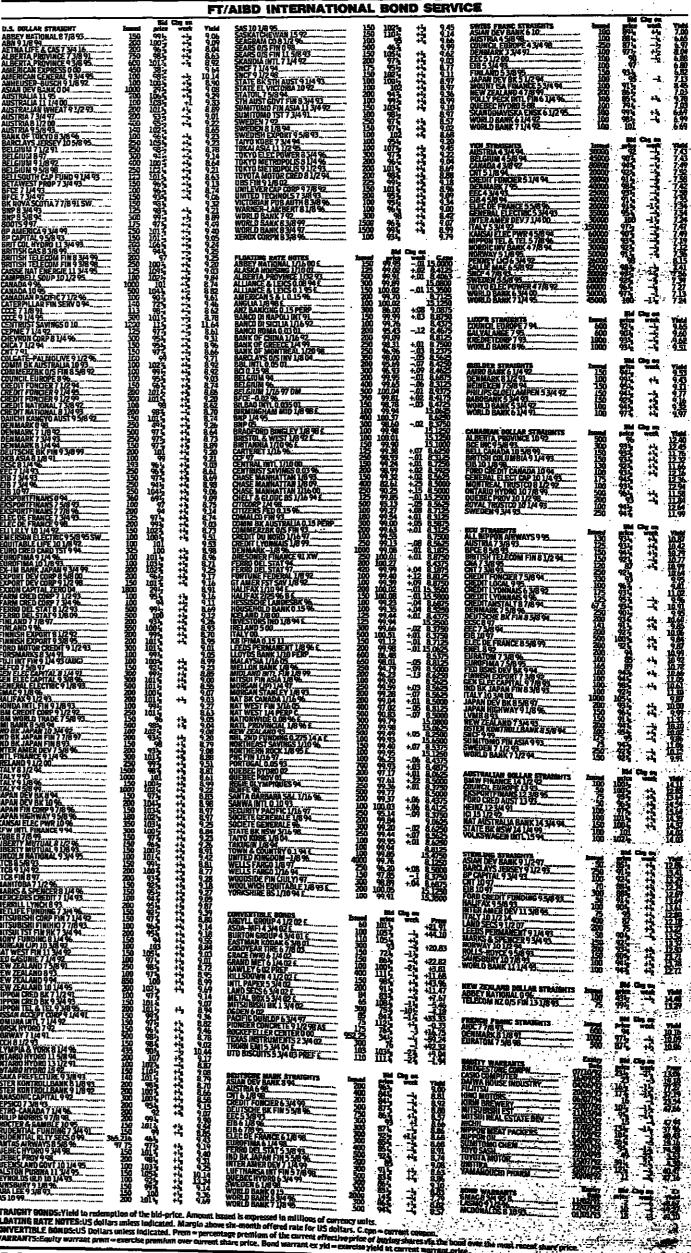
This has been taken up by some analysts as proof that EMS entry may indeed require domestically destabilising cuts in interest rates to produce currency stability. But it is just as much testimony to the strange conditions that prevail a system based on the D-Mark as the strongest currency, when there are strong doubts over monetary conditions in Germany.

For the more internationally

minded analysts, the gilts market poses a tricky problem before and after entry. After entry, yields will be below those of other EMS nations, and long gilt yields may have to rise. Equally, the weakses of the gilts market make it very unattractive to many overseas investors. "There is too little stock, there are too many market makers. the fundamentals are dodgy and there are too many quirks," said one analyst.

ERM entry will not necessarily change these views. The gilt market's uncertainties are mainly expressed in terms of the key tactical variables the parity rate, the size of the bands and the timing of entry. There is still room for plenty of disappointment over these; but there may also be some sur-prises in store in terms of what entry actually means for a peripheral, high inflation country with an election around the

Andrew Marshall



# LEHMAN BROTHERS INTERNATIONAL MERGERS AND ACQUISITIONS. FIRSTHALF

1990 TRANSACTIONS. Lehman Brothers Client Selected 1990 International Transactions B.A.T Industries p.l.c. Successful defense relating to unsolicited offer by Hoylake Investments Limited Genentech, Inc. Merger with Roche Holdings, Inc., an affiliate of F. Hoffmann-La Roche & Co. (Pending) Rhône-Poulenc S.A. Acquisition of 68% interest in Rorer Group Inc. (Pending) B.A.T Industries p.l.c. Sale of Saks Fifth Avenue to Investcorp Bank E.C. Barclays Bank PLC Sale of Barclays American/Financial to Commercial Credit Corporation Aristech Chemical Corporation Rockefeller Group, Inc.

An affiliate of Petroleos de Venezuela S.A. AVX Corporation

Tomkins PLC Allied-Lyons PLC

CCL Industries Inc.

Freeport-McMoRan Inc.

Société Financière Saunier Duval S.A. and its subsidiary, Saunier Duval Eau Chaude/Chauffage OMV (U.K.) Limited

(a subsidiary of OMVAG)

Schlegel Corporation (a wholly owned subsidiary of BTR plc)

**IMETAL** 

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B.A.T Industries p.l.c. C.E.P Communication S.A. The Mitsui Taivo Kobe Bank, Ltd.

The Black & Decker Corporation OMV(U.K.) Limited (a subsidiary of OMVAG) The Mitsui Taiyo Kobe Bank, Ltd. Barclays Bank PLC The Mitsui Taiyo Kobe Bank, Ltd.

Cambridge Electronic Industries p.l.c.

The Fur Vault, Inc.\* S.A. ACEC-Union Minière N.V. Allied-Lyons PLC Avesta, Inc.\*\*

(a subsidiary of Avesta A.B.) BASFAG

Cookson America Inc. (a subsidiary of Cookson Group plc) Cookson America Inc.

(a subsidiary of Cookson Group plc) Ing. C. Olivetti & C. S.p.A.

Olivetti International S.A. Steego Corporation

UVW Leasing GmbH

Time-Life Books (Australia) Pty. Limited (a wholly owned subsidiary of Time Warner Inc.) Acquired by ACC Acquisition Corporation, a corporation organized by Mitsubishi Corporation

**Transaction Value** 

\$21,200,000,000

3,500,000,000

3,254,000,000

1,500,000,000

1,350,000,000

967,200,000

846,000,000

705,000,000

661,500,000

562,000,000

550,000,000

350,000,000 330,000,000

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21,000,000

20,000,000

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Undisclosed

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Undisclosed

Sale of a majority interest to Mitsubishi Estate Company, Ltd.

Sale of its 61% interest in Freeport-McMoRan Gold Company to Minorco S.A. Acquisition by Citgo Petroleum of the 50% of its equity held by Southland Corp.

Merger with Kyocera Corporation

Acquisition of Philips Industries Inc. (Pending)

Acquisition of Dunkin' Donuts Incorporated

Sale of its wholly owned subsidiary, Continental Can Canada Inc., to Crown Cork & Seal Company, Inc.

Acquired by Hepworth PLC

Acquisition of certain UK North Sea Assets of Mobil North Sea Limited, a subsidiary of Mobil Corporation

Acquisition of the Global Automotive Sealing Systems Group of United Technologies Corp.

Acquisition of CE-Minerals from Combustion Engineering, Inc. (Pending) Acquired by a wholly owned subsidiary of Thames Television PLC Merger of Ideal Basic Industries, Inc. into Holnam Inc. (formerly HOFI North America Inc.),

a majority owned subsidiary of Holderbank Financiere Glaris Ltd. Sale of The John Breuner Company to Prism Capital Corporation

Acquisition of The Builder Group plc

Acquisition of an equity interest in Security Pacific Financial Services System, Inc. and SPFSS, Inc., wholly owned subsidiaries of Security Pacific Corporation

Sale of Arcotronics Group to Nissei Electric Co., Ltd.

Acquisition of certain UK North Sea Assets of Conoco (UK) Limited, a subsidiary of DuPont (E.I.) de Nemours & Company Sale of an equity interest in Mitsui Manufacturers Bank to Security Pacific Corporation (Pending)

Sale of Citadel Life Insurance Company to Commercial Credit Corporation

Formation of a joint venture with J.D. Brown & Co. (Pending)

Sale of Belling Lee Intec Limited to Shielding International Limited, a subsidiary of Bairnco Corporation

Sale of Retail Fur Group to Jindo Corporation Acquisition of Metalrame S.p.A., from Europa Metalli-LMI S.p.A. and Società Cavi Pirelli S.p.A.

Acquisition of Mister Donut subsidiaries of International Multifoods Corporation

Acquisition of Wildwood Pipe and Tube manufacturing facility from Armco, Inc.

Sale of its Elastogran GmbH Diepholz facility to ATG Automobiltechnik GmbH Sale of Electrovert Cable Tray Division to Andoora Associates

Sale of Electrovert Resale Division to Wieland Inc.

Acquisition of a minority stake of Latina Assicurazioni Sale of Dipartimento Telefonia OSN Italia to Sixtel, S.p.A.

Sale of its interest in Olivetti Corporation of Japan and Olivetti S.A. Belge to Olivetti Holding

Sale of McKerlie-Millen, Inc. to McKerlie-Millen Holdings Limited, a wholly owned subsidiary of

PT ASTRA International, Inc.

Acquisition of Record Clubs of Australia Pty. Limited, The World Record Club Pty. Limited, World

Record Clubs (N.Z.) Limited, Direct Music Limited, and Kiwi Compact Disc Club Limited Acquired by Allied Irish Banks plc

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Baker Perkins

Lianelli Radiators

# Lafarge may take stake in Redland joint venture

LAFARGE COPPEE, the large French building materials group and the world's second biggest cement producer, is involved in talks which could lead it to take a stake in one of only three plasterboard manufacturers in the UK.

The manufacturers are currently involved in a bitter battle for market share in the UK. -Two of them, BPB and Knauf of West Germany, are also involved in plasterboard price wars in West Germany and

Lafarge, also involved in the French price war, is under-stood to have begun negotia-tions which could lead it to purchase a share of a plasterboard joint venture in the UK between Redland, the building materials group, and CSR, an Australian building materials

The Redland/CSR joint venture only began manufacturing in the UK, in competition with BPB and Knauf, last year. Until two years ago BPB, Europe's biggest plasterboard manufacturer, had a virtual monopoly of the UK market.

The introduction of Knauf and Redland/CSR into the UK plasterboard market has led to a substantial increase in manufacturing capacity when new housebuilding, one of the product's biggest users, has fallen

sharply in Britain.

CSR recently announced substantial provisions to cover losses at the plant it operates jointly with Redland at Bristol. The factory opened less than a

Lafarge is the second largest plasterboard manufacturer in

France behind BPB. The French group had previously signalled its intention to expand its European plaster-

Plasterboard, which has good insulating properties and is easy to work with, is widely used in the UK for the inner walls of homes. It is also increasingly being used in commercial property development and is expected to become one of the fastest growing markets for building materials in Furney over the next. rials in Europe over the next

The battle to win greater market share, however, has led to substantial increases in European manufacturing capacity which for the next few years seems likely to run ahead of increases in

#### **Waverley Cameron** tumbles to £1.4m

By Clare Pearson

PRE-TAX profits of Waverley Cameron, where interests in stationery, office furniture and marketing services have been out together since Mr James Gulliver took control in 1988, almost halved from £2.71m to £1.43m in the 12 months to end-March.

However, an unchanged 0.7p final dividend maintains the total at 1p.

- A slackening in consumer demand for office furniture combined with higher interest rates hit Waverley, where Mr Gulliver's vehicle Sanda Investments holds 40.4 per cent of the shares, during the year.
Mr Sandy Bremner, finance director, said the office products distribution business, Ronald Martin Groome, had not been throwing up stable profits, to fund the younger parts of the group, in the way envisaged when Waverley bought it two years ago. Last year it accounted for 32

per cent of group operating profits of £2.76m, down from 44 per cent of the previous year's total of £3.21m. Mr Bremner said a signifi-

cant cost reduction programme, to bring overheads into line with now-expected sales' levels, had been

Interest costs rose sharply to £1.33m (£499,0000). Turnover was £51.42m (£45.35m).

Gibbs Mew

falls to £1.5m

A lower contribution from its

property side left USM-quoted

surplus from Bridger Proper-

ties. Group turnover was

makes a 6.75p (6p) total, includ-

ing a property development dividend of 1p (1p).

Earnings were 22.96p (29.29p)

£17.6m (£17.51m).

NOTICE TO THE HOLDERS OF

TOURIST HOTEL CORPORATION

OF NEW ZEALAND

NZ \$100,000,000 Zero Coupon Bonds due 1993 (the "Bonds")

In the course of the restructuring of the Tourist Hotel Corporation

of New Zealand ("THC"), a limited company - Tourist Hotel Corporation of New Zealand Limited (the "Company") - was formed to take over the business, assets and liabilities of THC.

Accordingly, following the vesting of the business of THC in the Company, it is now the debtor under the Bonds. The shares of the

Company have now been sold to Southern Pacific Hotel Corpora-tion Limited.

In order that any such events of restructuring, asset sales, share sales or other acts in connection therewith shall not be treated as Events

of Default under the Trust Deed, the NZ \$100,000,000 Zero Coupon Bonds due 1993 issued by THC in 1986 have been given an

unconditional and irrevocable guarantee by Her Majesty The Queen in right of New Zealand of the due and punctual payment of all obligations under the Bonds by the Company to the Bondholders

The Law Debenture Trust Corporation p.l.c. acting as Trustee for the Bondholders, in pursuance of its power under Clause II(A) of the Trust Deed, has agreed that, consequent upon the provision of the Guarantee dated 2 July, 1990, the events referred to above shall

not be treated as Events of Default under the Bonds.

#### Dollar fall hits Independent nav

Net asset value for Independent Investment Com-pany fell to 66.65p at June 30 compared with 75.34p a year earlier. The company said that the main reason was the fall in the dollar against the pound.

Net revenue for the year to the end of June came out at £241,000 (£999.000) for earnings per share of 0.26p (1.05p). Gross income was lower at £2.18m (£2.59m) and interest and expenses was higher at £1.76m (£1.19m).

There is a single final dividend of 0.25p, against 0.75p which included a special payment of 0.5p.

on the date fixed for redemption.

30 July, 1990

#### Ferrari warns on first half

Directors of Ferrari Holdings, the USM-quoted provider of computer systems and services, warned shareholders that the company was expec-ted break even for the first six months of the current year.

longer than anticipated to integrate and the difficult eco-

and that they anticipated improved results for the second six months. Mr Peter Marshall has been appointed group chairman.

## **A\$2m purchase**

etary and the business and cer-tain assets of the Heriot Agvet located in Melbourne, Australia, for A\$1.98m (£862,000)

Gibbs Mew showing reduced taxable profits of £1.52m, Of the consideration \$1m against £1.88m, in the year to March 31. was paid on completion. The figure included a £1.4m (£1.22m) contribution from the brewing side, offset by £1.13m (£1.81m) from property dispos-als and a £494,000 (£653,000)

assets at that date were \$387,000.

#### Prospect rises

Prospect Industries, engineering concern, returned profits of £267,000 pre-tax for the four months ended March 31. Turnover was little

changed at £2.5m. The company came to mar-ket in December 1989 and the figures compare with £200,000 for the same period of the pre-vious year. There is a first interim dividend of 0.1p.

They blamed this on various acquisitions which had taken

nomic background.

However, they said the balance sheet remained sound

## Grampian Holdings

Grampian Holdings has acquired Heriot Agvet Propri-Trust, both of which are

Heriot and Heriot Trust had a combined turnover and pretax profit of \$3.93m and \$521,000 respectively for the year ended June 30 1990. Net

Æ

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Subordinated Floating Rate Notes Due January 1992

Notice is hereby given pursuant to the Terms and Conditions of the Notes that for the six months from 31st July, 1990 to 31st January, 1991 the Notes will carry an interest rate of 85% per annum. On 31st January, 1991 interest of U.S. \$421.67 will be due per U.S. \$10,000 Nominal against Coupon No. 14.

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# Blueprint for a subtle change of culture

Charles Leadbeater on the effects on staff of Fujitsu's proposed takeover of ICL

F STAFF at ICL, the UK computer manufacturer are expecting hoards of Japanese managers to arrive in their offices following Fujitsu's takeover they will be disap-

For judging by the standards of other Japanese takeovers of British manufacturing companies, Fujitsu should take a sensitive approach to its new

acquisition.

Managers of British companies sold to Japanese bidders report a subtle mix of changes to the way they do busines Japanese owners rarely arrive with a blueprint for radical reorganisation. They generally adopt an evolutionary approach which relies upon indigenous management to introduce changes gradually. Only in time does this generate a momentum which changes the character of a company's culture and performance.

It is only recently that Japa-nese companies emerged as significant bidders in the UK. Most Japanese investment in the UK has been in greenfield sites - particularly in electronics and vehicle assembly. Japanese investment in the UK rose significantly last year,

with 41 investments - up from 33 in 1988. The number of Japanese companies with plants in Britain rose rose to 132. However, in the last couple

Nippon Seiko May 90 bearings May 89 Bank of Yokohama merchant banking Renown clothing Apr 90 Nov 89 Mitsubishi Elec car radiators Calsonic car radiators Jan 88 bearings mainstream of Nippondenso's agreed bids. However, it seems likely that approach to expansion into the UK by using acquisitions as well as greenfield investment. business rather than on the periphery of IMI's our old par-

Sep 88

RECENT JAPANESE ACQUISITIONS IN THE UK

Saison

According to a recent report by Acquisitions Monthly, Europe may soon overtake the US as the main market for Japanese takeover activity. Japapean market in 1992. nese companies have made 81 acquisitions in Europe since 1988, with 23 this year. Most of the deals have been in the UK. Since the start of 1988 Japa-nese companies have spent more than 52bn acquiring 24 British companies, compared with 22 West German acquisi-

tions worth £347m and 12 Spanish deals worth £101m. This growth in acquisitions is unlikely to turn into a flood. Japanese buyers are generally cautious. They want to thoroughly vet a company before they buy it. This means they are often slower than competitors to make a formal bid in an

Their reliance on keeping of years the Japanese have local managers in place also adopted a more flexible means they strongly favour

auction.

the number of Japanese acquisitions in the UK will increase as more of that country's companies invest in the run up to the creation of the single Euro-

They are attracted to the UK by the relative familiarity of the management, accountancy and legal practices. One of the main attractions of an acquisition is to buy an established distribution and sales network, as well as a manufacturing

Fujitsu's £740m deal with ICL will dwarf previous manufacturing acquisitions such as Nippon Seiko's £203m takeover of UPI, the bearings maker, and Nippondenso's signal of its ambitions in European automotive components through the purchase of IMI Radiators. Mr Elfed Lewis, managing

term planning." Mr lan Sloss, manufacturing director at SP Tyres in the director of IMI, which has been renamed ND Marston, says of the takeover: "It has been totally beneficial. We are in the Midlands, which Sumitomo Rubber Industries acquired

from Dunlop in 1985, concurs that Japanese owners put much more stress than the British on methodical, analytic planning before they take a

The Japanese have influenced SP Tyres in two ways, partly through a handful of managers and engineers at the West Midlands headquarters.

Firstly, they have changed the company's culture by set-ting bold goals - particularly to adopt a more communicative, participative approach to

employees. According to lir Gerry Radford, the company's managing director, the Japa-nese owners have facilitated changes in approaches to training which would have been unthinkable under British

Secondly, they work away at detail. Three young Japanese production engineers tour the factory constantly suggesting minor improvements to such things as plant layout, production systems and waste man-

Fulitsu may arrive with a blueprint to change ICL over-night. But it is much more likely to set in train a sustained change which will take perhaps five years to work.

At the end of it, however, ICL is likely to be a very different kind of company.

almost certainly mean more

"The general view among

people I know is that it could

not really be anyone other

than Fujitsu. Things have worked well between the two

ICL is moving towards becoming a systems integrator and this is probably the best

"While it may maintain a

mainframe business, eventu-

ally the world will reach a

stage where you can use any-one's box to run your software

jobs, not less.

companies before.

way to do it.

## Employees put on guard about talking to the press

STC." He added: "It's a shame

to affect their day-to-day work.

will manage ICL as a going

needs our sorts of services,

added a member of ICL's net-

working services team.

ICL staff said they had not been told much about the pro-

A LARGE handwritten notice confronted ICL employees at Stevenage last week as they left their building for lunch explaining what they should do if approached by a member of the press.

The notice recommended that they tell reporters that STC, ICL's parent, had issued a statement to the Stock Exchange saying that Fujitsu of Japan had made an approach to take over the company and that this was being

Employees should say they understood the reasons for the approach, that they supported it and were not prepared to indulge in speculation. You understand the reasons

for it and you support it," one employee told another, as they stepped out into the sunshine. "You're being told what to

TODAY

30th July, 1990

ICL staff have their own **BOARD MEETINGS** 

thoughts about the takeover, of course, even if they would rather not have their names that we won't be in British hands, anymore, but it's really only a change of shareholder appended to them. Their views do not appear to rather than a complete differ markedly, however, from those suggested to them by takeover. Others agreed that being

their employers. "I'm quite happy with the takeover. I've got shares in STC, so I don't mind," one administrative employee said. 'I just don't think we're big enough to compete in Europe

on our own." A fellow-employee agreed that there was no future for medium-sized companies like ICL. "in this business you've either got to be small and spe-cialised or large and flexible," he said.

A member of the marketing staff wasn't convinced, however, that ICL was too small to continue on its own.

"Our turnover is a large proportion of the turnover of

Most of their information

posed takeover.

had come from the press. "So far we've heard nothing offi-cially," one employee said. "There's been a lot of speculation for some time that this was going to happen. We understand now that it will happen soon.

At ICL's works at West Gorton in Manchester, staff had also been warned about talking to the press.
"I want to have a long career with this company and I am

ent. We will be the cornerstone

of its expansion into Europe."

There has been no flood of

Japanese technicians and man-

agers arriving at its plant at Shipley, West Yorkshire. They

only come over in response to requests for help with changes to manufacturing processes.

There has been no rationalisa-

tion of production or imposi-tion of working practices such

as quality circles. Nevertheless, there are

already the first signs of a sub-

tle change of culture. Mr Lewis says: "Instead of four profit forecasts a year we submit

two. Instead of an annual plan

for three years ahead, we do one strategic plan which is in place for three years. There is

more stability and more long

not going to jeopardise it by saying anything, one employee said. Many, however, said they thought they would owned by Fujitsu was unlikely "I should imagine Fujitsu have long careers with concern," a Stevenage employee of STC said. "Fujitsu Fulitsu. One person who was prepared to talk about employee

reaction was Mr Jim Warhurst, who was a financial manager and senior software specialist with ICL for nine years. He is now a financial analyst

with Henry Cooke Lumsden, the Manchester-based stockbro-ker, and remains in close touch with former colleagues.
"I can't think that Fujitsu would be anything other than welcome," he said. "It could

only be good news because it

assures the future and will

All forms of hardware are increasingly becoming commodity items.

**BASE LENDING RATES** 

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By: The Chase Manhattan Bank, N.A. London, Agent Bank July 30, 1990 -

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30th July, 1990

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#### Credit du Nord USD 100,000,000 Floating Rate Notes due 1997

In accordance with the provisions of the notes, notice is hereby given that for the interest period July 30, 1990 to October 30, 1990 the notes will carry an interest rate of 8 16 % per annum.

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evant interest payment date October 30, 1990 will amount to USD 209.24-per USD 10,000 note. Agent Bank:

Banque Paribas Luxembourg

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CML Microsystems. Pourllands Park, West
Hanning 300
Grouper (Jansen), Burneside Mille, Nondal,
10 30
Ensor Holdings, The Chimmy House Hotel.

19 30
Ensor Holdings, The Chimerry House Hotel,
Conglisten Rd., Sandbach, Cheshire, 2.30
Halms, Abraham Lincoln Frum, The Savoy
Hotel, Savoy Place, The Embankment,
WC, 17 00
in Snops, Amears, Wragge & Co., 10th Floor,
Sand House, B, Cherry St., Burningham,
2 no. pass rouse, c. therry 3. Illimingham, 1200
Racal Talecom. The Savoy Hotel, Strand, WC. 12-30
Tumbul Scott Hotelangs, Guneral Council Of British, Shipping, 30/32, 51, Mary Ass, Ed. 12-00
BOARD MEETINGS-

Pleafe; Date Electric Embassy Property

Interime; Abbey National Cowie (T) Dividend & INTEREST PAYMENTS-Covide (1)
DIVIDEND & INTEREST PAYMENTS
Acal 3.129
Allied London Properties 10% Cum. Pri Sp.
Amortcan Information Tech 70cts
Amortcan Information Tech 70cts
Amortcan Telephone & Telegraph 33cts
American Youe 5% Cum. Pri St. 1.75p
Aquasculum 712% Cum. Pri St. 1.75p
Allied 3.25p
BBA 3% Cum. Pri 1.75p
BBLP 89 (Net) Civ. Cum. Red. Pri 4p
Beckentam 1.3p
Beil Atlante 69cts
Beillieguth 67cts
CALA 4% Cum. Red. Pri 14p
CH Industrials 3 825p
CRE 24cts
Charter Consolidated (Reg.) 13p
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Do (Br 13p Consolidated 4% Loun 2pt Corton Basch 67p Dalgety 4 85% Cum Pri 7 425p Dover Harbour Board 4% 2nd Red Deb 58, 7879 2 375p Drayton Consolidated Trust 4½ 2, Perp Deb Prt. Sik. 175p Electric & General Inv. 71<sub>6</sub>% Deb. Sik. 87/91 3.025ps

Elliott (B) 3 lp F & C Smaller Companies 6° Deb Stk 85/90 Spc Florring Mercantile Inv Trust 15% Cum Pri Str. 1.75p Floming Mercantile Inv Trust 1.5% Cum Pri 2tt. 1.75p Co. 2.8% Cure Pri. Str. 1.4p Foreign & Colonial Inv. Trust 5½% Deb. Str. 87/82 3.125pc Do 5% Deb Sit. 85/90 2.5pc Gold Frieta of South Africa Cnv. Red. Cum Pri 30.3558p Goven Strategic Inv. Trust 5% Cum Pri. 1.75p Hawker Siddeley 5½% Cum Pri. 1.925p Hapkirsons 2.5p

Hopkinsons 2.5p
Janners, Princes Street, Edinburgh 10%
Cum Pri Sp
Law Debenbure 3.85% Cum Pri 1925p
Lews; John) 5% 1st Cum Pri .5tk 1.75p
Do. 7% Cum Pri .5tk 2.45p
Lincoln National 65cts
Manchesier Corporation 1881 3% Red. Sts.
1941 (Dr Attor) 1.5pc
Merchants Trust 42% Cum. Pri .5tk 1.825p
Mercapolitan Water New Stiver 3% Deb. Sts.
1.5cc 1 Spc
Marray Income Trust 1.859
NYNEX 114cts
Novembro & Gatesbead Water 4% Cons.
Deb. Sk. 2pc
Do 5% Cons Deb St. 2.5oc
Do 8% Red Deb. Sk. 2294 4pc
Do 10% Red. Deb. Sk. 2294 5pc
Do 11½ % Red. Deb. Sk. 2004 5.75pc

Nost 6% Cum Prf. 2 tp On 17% 'A' Cum Prf. 2.45p Do 10% 6' Cum Prf. 2.45p Nicol 53/cts Pacific Telepia Sil 5/cts Phoenta Temper 1 6/p Poty Pock 10% Com Uma En Sia 03/04 4 Spc. 10% Com Uma En Sia 03/04 4 Spc. 10% Com Uma En Sia 03/04 Transport & Trading 7"= 2nd Prt (Cum ) 7 45p Slough Estates 7 ½ % 1st Deb 36, 85/90 3 75pt 37Epc Southwastern Bell 69cts
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3.25p Washpool Inv Trust 5% Deb Site 65/90 2.5pc Whitbread Inv 61/4 Deb Site 87/02 3.25pc Whitbread & Co 41/4 2nd Cum Pri Site

Whitbroad Inv 81, 2 Deb Sik 87/02 3.25c Whitbroad & Co 41, 5 2nd Cum Pri 2le 15/2, 18 2nd Cum Pri 2le 15/2, 18 2nd Cum Pri 2le 15/2, 18 2nd Cum Pri 2le 16/2, 2nd Cum Pri 4 5p De 4 2° Cum Pri 58 2 1p ThilbsDay August 2 COMPANY MEETINGS ACT, The Quarden Solte, Birminghem Botanical Cardens, Westbourne Rd , Edgbacton, Birmingham, 10 Diradina Property Truet, Victoria Hoter, Bridge St , Bradford , West Yorkehire, 12 to 5 the State of Cardens Cardens, Westbourne Rd L. Respatu, Sutrey, 12 00 Edbau, Rhyal Carden Hotel, W, 11 30 Editus, Rhyal Carden Hotel, W, 11 30 Editus, Rhyal Carden Hotel, W, 11 30 Serling Publishing, 24, Upper Brook St W, 11 00 Tams (John), North Sheffield Hotel, Stoke-11 00
Tams (John), North Sheffield Hotel, Status-On-Trent, 12 00
UNECO, The Gear Hotel, Hungerford, Servi-shire, 12 00
Deat Mayer Services

shire, 12:00
United Industries, Poet House, Braunations
Lane East, Lekoster, 12:00
Votes, The Holiday Inn, Crowns Plaza Mid-land, Peter St, Manchester, 11:30
GOARD MEETINGS-Finals; London & New York Conv Trust

London A New York Conv Trust Interfens;
Anglo S Oversoas Trust F & C Enterprise Fairway (London) Mildland Bark Noble Raradon TI Group DIVIDEND & INTEREST PAYMENTS, Bratel & West Building Society Fing. Rate Notes 1994 Cass 11 CPL Computers 0 829 CCT Emerging Ania Trust 0.359 Company Of Designers 6 259 Continuous Stationary 2 89 RPT 75 % Uns Ln. Sts. 87/N2 3.8125pc RRT 75 % Uns Ln. Sts. 87/N2 3.8125pc COMPANY MEETINGS-

COMPANY MESTINGS-Cresham House. 36, Elder St., E. 11.00 Rowe Evera Investments, Founders' Helf. 1, Cloth Fair, EC, 12.00 WB Industries, Most House, West Bromei 12.00 BOARD MEETINGS-

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Ball (AH) 4 55p
Bradbord Property Trust 1 7p
Brown (2n) 5 67p
Brown (N) 5 67p
CML, Microsystems 2 3p
Cantury (01s 4 25p
Cupid 3p
Dwyer 1 5p
Follossions & District Water 7% Max.
3.50c

Foliamienia & Dietrict Water 7% Max. O 3.5c.
Do. 4 8% Max. Ord 1 75pc
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13% Notes 378/96 6.5pc
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London Scottish Bank 0 876p
Middie Witwatersrand (Wostern Aregs) 4c Peganus 3.5p Polity Peck International 8p Do. Ord. (Restricted Transfer) OUT 8p Randtontein Estatos Gold Minding Occa Randondein Ernaum Southnews 12p Treasury 81, % Stack 1994 4.25pc Unitock Holdengs 2 Sp Wassen 8 Philip 1.1p Zandpan Gold Mining 11 Scts

#### **CONSTRUCTION CONTRACTS**

## £32m Dunfermline hospital

to be the best equipped and most modern of its kind in Scotland.

The time saving advantages

of the design and build approach means that Kier

Building is already on site. In fact, Kier's project manager

was on site within a few days

of the letter of acceptance hav-

KIER BUILDING has won a 132m contract to build a hospital in Dunfermline, Scotland. The company believes that this will be the first district general hospital in Britain to be conbuild method.

structed by the design and e 390-bed hospital, for the Fife Health Board, is designed

tions of the M6 motorway, and

a section of the M4 motorway have been awarded to BAL-

FOUR BEATTY CIVIL ENGI-

Major motorway development projects Contracts totalling £15.8m for major reconstruction and maintenance work on two sec-

NEERING. A £5.6m contract has been awarded by Warwickshire County Council, acting on behalf of the Department of Transport, for the reconstruction of the Rugby to Castle Bromwich section of the M6 at Junction 3, north of Coventry. The scope of work comprises

reconstruction of the carriage

ways, verges and central reservations, re-waterproofing the underbridge decking, installation of joints, and concrete repairs. Work has to be com-pleted in time for the Birmingham Motor Show in September. Under a £6.6m contract awarded by the Department of

and replacement of all surfac-

ing, waterproofing, central res ervations and concrete verges at the 1.6km long Bescot Viaduct. The 24-week contract also includes replacement of lighting columns and safety fences.

ing been received from the Fife Health Board. The hospital is due for completion in February 1993 and the first patients will be admit-

ted in the spring of that year.

Kier Building, the major build-ing contracts arm of the Beazer

Group, is based at Sandy in

Transport, the company will carry out major maintenance work between Junctions 8 and 10 of the M6 Motorway, north of Birmingham.
The project includes overlay-

ing the motorway on Fullbrook Embankment, concrete repairs

South Glamorgan County Council, acting on behalf of the Welsh Office, has awarded a £3.6m contract to reconstruct and overlay 5km of the M4 motorway. The Castleton to Thornhill stretch, north of Cardiff, will have 40,000 sq metres renewed and 150,000 sq metres overlaid, on the east and wes carriageways. The contract

## Urology centre at Middlesex Hospital

A £4.5m contract to create a 37,000 sq ft urology and nephrology centre at the Middlesex Hospital, London WI has been awarded to MOWLEM MANAGEMENT by Blooms-

bury Health Authority. Spread over four floors of the

Victorian building, the unit will provide seven new wards, a 20-station kidney dialysis unit, utility areas, offices and rest rooms for medical staff.

The hospital was closed for four weeks during May so that major demolition and stripping

out could be undertaken. Work has started on the building services installation which includes new tank rooms and water treatment plant at roof level as well as basement plant rooms and storage. Completion

is due in September 1991. . 5

An artist's impression of "Verulam Point" project at St. Albans

BOWMER & KIRKLAND (LONDON) has been awarded the £12m office development contract for "Verulam Point", St. Albans, by the developers Thorbourne in association with the Church Commissioners and British Rail. The building will be on a prime site, adjacent to the BR City station on the former car park. The scheme consists of 6,000 sq metres of offices on four floors, above a two-storey basement car park with a separate multi-storey 600 space car park for BR and will take 10 mostly the separate of the learner of the will take 18 months to complete. The layout, styled on a double courtyard, will use a reinforced concrete frame enclosed with brick cladding, aluminium glazing and curtain walling.

15 cm

## ALL ROUND CAPABILITY COSTAIN Engineering & Construction

#### Shrewsbury by-pass scheme

EDMUND NUTTALL has been awarded Contract 1 of the A5/ A49 Shewsbury by-pass by the Department of Transport. Valued at £23.86m, the project involves 13.2km of new road, including both single and dual carriageways and 13 bridges. The works will take two years

to complete. The site is located to the south and west of Shrewsbury and consists of a new trunk road by-pass that crosses the River Severn at Mountford, passes below the Shrewsbury to Welshpool railway line and then over both the Rea Brook and the Shrewsbury to Hereford railway line. The work includes four roundabout trunk road junctions, a single separated trunk road junction, several other major/minor junctions and two side road diversions.

The main carriageway works comprise 9.8km of dual car-riageway and 3.4km of single carriageway road. In total some 1m cu metres of earth-works will be excavated; 540,000 cu metres being re-used

#### **Channel Tunnel** drainage work

LAING INDUSTRIAL ENGINEERING AND CON-STRUCTION has been appointed by Trans Manche Link to undertake mechanical works for the Channel Tunnel project. The £6.9m contract is to install permanent drainage and firewater piping in the UK sector of the Channel Tunnel.

The three-year contract involves installing three 400mm diameter drainage lines and one 250mm diameter fire-water line in the service tunnel, all pipework in the connecting passages between the service and running tunnels and all piping in the service ducts.

#### Trade fairs and exhibitions: UK

Current Sun & Swimwear Exhibition (071- 973 6401) (until July 31) Marriott Hotel, London N.E.C. August Fair for Connoisseurs and Collectors of Antiques (021-780 4171)

Birmingham Angust 12-14 Medium to Top Range Wom-en's Clothing Exhibition - PRE-MIER COLLECTIONS (081-742

NEC,Birmingham August 16-19 Antiques Fair (071-873 6401) Kensington Town Hall August 18-19 Town & Country Show (0775 Harrogate Showground

Telecommunications Industry Association Trade Exhibition (071-262 2886) Manchester G-Mex Centre

September 2-6

(081-855 9201) September 2-9 International Exhibition and Air Display (071-839 3231)

International Autumn Fair

Farnborough Water and Environmental Management Exhibition and Conference (071-973 6401)

Exbn & Conf Centre, Glas-September 12 Women in Business Exhibition (081-688 9966) Fairfield Halls, Croydon

## Overseas exhibitions

Aug 30-Sep 1

August 12-15
International Offfice Technology Exhibition OFFICE
TECHNOLOGY COMMUNICA-TIONS (071-486 1951)

Equipment Fair - VIDEO EXPO (021-455 9600) Sao Paulo

BIJORHCA (071-221 3660)

Paris September 2-8 International Autumn Fair (0375 392222)

(0383-860870)

Brussels September 9-12 International fashion Fair IGEDO (071-625 4506)

Melbourne August 19-22 International Video & TV

September 1-5 Jewellery, Gold, Tableware, Clocks and Gifts Exhibition -

Leipzig September 9-12 International Upholstery Fab-rics Trade Fair - DECOSIT

Dusseldorf

#### **Business and management conferences**

August 6-10 SIGGRAPH 90- Computer graphics and inter-active tech-niques (Chicago 312-644 6610) Dallas Convention Centre August 12-14

Frost & Sullivan: Business intelligence - How to gain hospitality and retain a competitive advantage (071-730 3438) Brighton August 17

Management Training Consultants (Leicester): How to identify staff training/development needs (0533 626062)

August 28 CareerTrack International Inc: How to achieve more each day strategies in time management (0908 669346)

August 28-30 Financial Times Conferences: World aerospace and air transi-port (071-925 2323) Hotel Inter-Continental,

September 4 CBI Conferences: Alternative ways to filling jobs (071-379 7400)

Centre Point, London

#### From September 3rd TRADE FAIRS, EXHIBITIONS AND CONFERENCES

Details will be appearing as paid -for announcements. For full details please telephone: James Burton on 071 407 5632 or 071 873 3218

or write to him at The Financial Times Number One Southwark Bridge London SE1 9HL

## APPOINTMENTS

## **Joining** Wellcome boards

Mr Keith Merrifield and Mr James Cochrane have joined the boards of WELLCOME and The Wellcome Foundation from August 1. Mr Cochrane was president, Northern Europe, of Bristol-Myers Squibb. and becomes responsible for Wellcome's operations in Europe, and for Calmic International. My Marrifield was managing Merrifield was managing director of Wellcome International Trading. He becomes responsible for international operations and Wellcome Environmental

 MORGAN GRENFELL (SCOTLAND) has appointed Mr David Birrell as a non-executive director. Until recently he was senior partner at Dundas and Wilson.



Mr Ian Black (pictured) has been appointed group managing director of WILSON (CONNOLLY) HOLDINGS, Northampton, following the death of Mr Michael Robinson. Mr Black, who joined the commercial director in 1988 with a view to taking over on the retirement of Mr Robinson, who died in an accident in Portugal last

m TRAFALGAR HOUSE companies Willett and Cementation Construction have appointed Mr Barry Lanning and Mr Peter Roberts as associate directors.

■ LUCAS AEROSPACE has appointed Mr Pracheesh Mathur as director, Asia-Pacific. He was with

General Electric Aircraft Engines of the US.

■ FEDERAL EXPRESS LOGISTICS has appointed Mr John Wallington as a human resources director covering the four operating companies in the logistics division. He was customer operations director with Whitbread and



has been appointed marketing director of CLUGSTON CONSTRUCTION. He was with glass manufacturer Glaverbel

of Buckland Corporate Finance, Plymouth. Mr Ian Fraser has been

CONTROL (UK) as finance director. He was financial controller of Liebert.



Mr Anthony Watson (pictured) has been appointed operations director at BIRMINGHAM INTERNATIONAL AIRPORT from July 30. He was with BAA at Heathrow as operations planning and policy

**CONTRACTS & TENDERS** 

INVITATION TO TENDER ISSUED BY THE GUYANA SUGAR CORPORATION LIMITED FOR A PROJECT TO BE FINANCED

BY THE INTER-AMERICAN DEVELOPMENT BANK LOAN CONTRACT 839/SF-GY AGRICULTURAL REHABILITATION PROJECT: MACHINERY AND EQUIPMENT FOR GUYSUCO

iers are hereby invited from suppliers for the provision of the undermentioned ultural machinery and equipment to be sequired for an agricultural rehabilitation ramme partially funded by the inter-American Development Bank (IDS).

ers are invited from firms which are from Regional and Non-Regional membe Countries of the LD.B. for the supply of the following machinery and equipment, following intermational competitive bidding, by the Guyana Sugar Corporation Ltd. through the Central Tender Board Committee of the Ministry of Finance. Eligibility with respect to origin of goods and services will be determined pen sent to the rules on

szers, power ahlits, approximately 160 hors:

Crawler tractors, direct drive, agricultural specification of approximately 160 hossepower with fully snounted harmon

Tracked hydrautic exceptions of approxim

100 horsepower and 13 tonnes weight.

Motor grader, 6 x 4 of approximately 120 horses

Agricultural tractors, four wheel drive of eno

tractors of 60-100 horsecower.

Terior opcomming can be accessed as a control of The Guyana Sugar Corporation Limited, at the accessorate addresses below, against a non-reimbusable payment of United States Dollars

appropriate addresses below, against a non-reimburable payment of United States Dollar. 20 or the equivalent in Goyana Dollars by crossed chaque in favour of the Guyana Sugar

Specifications contained in the tender document permit offers of alternate mequipment which have similar characteristics and provide equal parlormance.

The Tenderer shall furnish as past of this tender, a tender bond in the favour of th Guyana Sugar Corporation Limited in the value of 3% of the C.LF. tender price.

Tender shall be in English, submitted in duplicate and delivered in plain sealed on which is no way indentify the tenderer to the Chairman of the Central Tender Scott Committee at the appropriate address below.

Tenders close at 14.00 hours local time on September 18m 1990, Tenderers or rec

KENT

Cline Booth on 071 873 4152

on 071 873 4129

or write to : Number One, Southwark Bridge London SEI 9HL

FINANCIAL TIMES

nicial Times proposes to publish this survey on: 7th September 1990 rial synopsis and advertisement details, please contact e

response with creep speed facility.

uitural tractors four wheel drive of approxi

Implements for sugar case inter-row cultivation, for use with agricultural tractors.

rai tractors, four wheel drive of app wer with trailing client harrows.

de Ple

Guyene Suger Corp 22 Church Street.

Agricultural tractors, two wheel drive of approximately

DESCRIPTION

#### TWO THURTTEEN (13) A3 THIRTEEN (13) (1) M ONE SIXTY A5 (60) EIGHTEEN (18) SIX

SUMMARY OF EQUIPMENT

LOTS QUANTITY

tion Limited

The Chair

Main & Urc

Georgeton GUYANA

may be present at the opening of the tenden

Central Tender Board Committe

ele Ministry of Finance

Mr Simon Purser has been appointed as a non-executive director of McCARTHY & STONE. He is chief executive

appointed to the board of LANDIS & GYR BUILDING



REQUEST FOR PRE-QUALIFICATION INFORMATION MAIN COMPLEX REHABILITATION PROJECT THE WORLD BANK (RFI No. 91-212) The World Bank is soliciting information from building contractors for the

prequatification of firms or joint ventures which will be invited to bid for the remaining work of rehabilitation of its main complex buildings at the dquarters in Weshington, D.C. Currently work is in progress in the demolition of two buildings, and will be followed by excavation and retention work on that size. The balance of rehabilitation work will be bid in the following

Bid Package 2 (anticipated December 3, 1990) - contract to construct the foundation, substructure, and superstructure of a new building replacing two buildings being demolished, the site excavated, and an earth retaining

Bid Package 3 (anticipated October 3, 1991) - contract to complete the sat Package 3 (anacquese Colorer 3, 1991) - Consect at Consect an Consect and Instrument Incomes Instrument In

Prequalification is open to construction firms from member countries of the

Applicants must be currently involved in general contracting, with an annual elated sales volume of at least US\$ 50 million for Package 2 or US\$ 100 Note prequalification will <u>not</u> be reopened. Contracting firms and joint

ventures should apply <u>now</u> to prequalify for each of the above packages or for both. Qualification statements will be received at the World Bank headquarters r. Washington, D.C. until September 14, 1990. Pre-qualification documents (RFI) will be available on August 6, 1990,

from the World Bank Material Management Division, Room L-4500, 1990 K Street, NW, Washington, D.C. 20433. For additional information, contact Mr. Arthur Bjorlykke at (202) 676-0254 or FAX No. (202) 676-9292. The World Bank reserves the right to reject any and all submittels without

#### COMPANY NOTICE

World Bank, Switzerland and Talwan, China

THE ROYAL BANK OF CANADA U.S. \$350,000,000 Floating Rate Debentures due 2005

n accordance with the Terms and Conditions of the Debentures, the interest rate for the period 31st July, 1990 to 31st August, 1990 has been fixed at 8%% per annum. On 31st August, 1990 interest of U.S. \$6.990 per U.S. \$1,000 nominal amount of the Debentures will be due for payment. The rate of interest for the period commencing 31st August, 1990 will be

ined on 29th August, 1990. Agent Bank and Principal Paying Agent

#### RENTALS KENWOODS RENTAL

FLATS AND HOUSES Short and Lacy Lets 23 Series St., Lenden W2 3JA Tel: 071-402 2271 Tel: Fax: (071) 262 3750

#### LEGAL NOTICE

BEES TRANSPORT LIMITED

receivers
8 July 1990
Name of person appointing the trather receivers
Lloyde Bank Plo
JOHN FREDERICK POWELL
ANTHONY JORDAN
Joint Administrative Receivers
(Office holder nos 249 and 15)
Caric Guily

THE INSOLVENCY ACT 1986 in the matter of Parkfield Group P

# Advertise your house

in full colour in the Weekend FT.

To find out more, call Lesley Proctor on 071-873 4896

#### WODID STOC

	·	WORLD STO	CK MARKETS
AUSTRIA FRANCE (continued) Price 1990 Price	GERMANY (continued) ITALY (continued) 1990 Price 1990	SWEDER Price   1990 Price	
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1990   1990	\$88 450 Degister \$450.0 \$253.5 \$103.9 AE50N \$253.5 \$103.0 Degister Balcock \$223.5 \$103.9 AE50N \$255.5 \$103.9 AE50N \$255.5 \$103.9 AE50N \$255.5 \$103.9 AE50N \$255.5 \$103.5 ABN \$255.5 ABN \$	130.50   228   158   Standia (Free)   202   201   20	171990 A Barrich, \$24\frac{1}{2}\$ 24\frac{1}{2}\$ 25\frac{1}{2}\$
2,970 1,860 Colrupt. 2,855 1,400 1,060 Epeda-Bertrand 1,060 6,94 400 5,000 Delhalze 6,670 400 Exilor 500 4,560 3,860 EBES 4,200 2,515 1,760 ELex 2,220 2,549 1,731 Eurocom 2,008 1,476 1,194 GIB Group 1,460 1,680 90 Euro Disneyland 97.8 1,460 3,670 GBL(Bruxil 3,930 2,629 1,630 Exor Disneyland 97.8 4,540 3,631 GBL(Bruxil 3,930 2,629 1,630 Exor Disneyland 97.8 4,540 3,631 GBL 970 Europe 1,676 932 746 Gechem 940 1,120 ELE Funciere 1,176 932 746 Gechem 940 1,120 ELE Funciere 1,176 1,100 4,655 0a. APV 1 5,130 1,126 802 Exor Disneyland 97.8 1,126 802 Exor Disneyland 97.8 1,120 81.5 Funciere 1,176 930 930 930 930 930 930 930 930 930 930	1.583 970 Hochtlef   1.550   104.8 78   Gamma   1.550   104.8 78   Gamma   1.550   104.8 78   Gamma   1.550   105.8	1,590   1,590   1,105 Alississe Lonza   1,490     2,90   133   6 Do. Ptg. Crist   123     130   10 Do. Ptg. Crist   123     130   10 Do. Ptg. Crist   123     130   130   10 Do. Ptg. Crist   123     130   130   1,200   0 Do. Ptg.   1,160     1,200   902   Do. Ptg.   1,160     1,200   902   Do. Ptg.   1,160     1,200   902   Do. Ptg.   1,160     2,100   1,200   0 Cs Hidgs   2,200     2,210   1,300   1,800   1,800     2,100   1,300   1,800   1,800     3,540   2,500   1,820   1,820     48,90   3,540   2,550     48,90   2,550   1,655   161a   2,200     71,70   2,390   1,820   1,820   1,820     74,30   413   245   Do. Ptg.   390     1,200   2,940   2,300   Forbo   2,720     1,200   2,400   1,400   1,720     1,200   2,400   2,400   1,820     1,200   2,400   2,300   1,820   1,820     1,200   2,400   2,300   1,820   1,820     1,200   2,400   2,300   1,820   1,820     1,200   2,400   2,400   2,720     1,200   2,400   2,400   4,745   2,800     1,200   2,400   2,400   2,720     1,200   2,400   2,400   2,720     1,200   2,400   2,400   2,720     1,200   2,400   2,400   2,720     1,200   2,400   2,400   2,720     1,200   2,400   2,400   2,720     1,200   2,400   2,400   2,720     1,200   2,400   2,400   2,400   2,720     1,200   2,400   2,400   2,400   2,720     1,200   2,400   2,400   2,400   2,400   2,400     1,200   2,400   2,400   2,400   2,400   2,400     1,200   2,4	\$240 Bramales \$12 11'2 12 - \frac{1}{2} 1425 Brassens A \$20\frac{1}{2} 20'4 20'4 29500 Briweller 151 157 157 2 79255 Br. Phone \$188'4 18 18 - \frac{1}{2} 12382 Brussenk \$39\frac{1}{2} 9'2 9'2 - \frac{1}{2} 14390 CAE \$8'4 6'4 6'4 14390 CAE \$1 \$39\frac{1}{2} 9'2 - \frac{1}{2} 14390 CAE \$1 \$39\frac{1}{2} 9'2 - \frac{1}{2} 14390 CAE \$1 \$39\frac{1}{2} 9'2 15390 Cambber \$13 12\frac{1}{2} 12\frac{1}{2} - \frac{1}{2} 13837 Camp Res \$65 66 65 - 3 480 Camp Scarp \$21 20'4 20'4 - \frac{1}{2} 29450 Campbau 1 157 132 152 - 4 47:38 C Nor West 103 96 130 - 2 12211 C Paslors \$10^2 10'5 10'4
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25,000 15,900 Dc. AFV 24,000 6,390 4,648 (Sertin-Gerin 6,000 2,645 2,060 Unery 2,225 176.8 91.2 Kitchelin B 92.6 12,259 8,090 Wagons Lits 10,400 15.2 11,400 6,320 Dc. AFV 10,350 2,299 1,460 Martigation Mirr 1,530 206 164 Moral less 103.5 11,400 Lov July 27 Kr 975 710 Saltica Hidgs 900 1,375 1,200 Carisberg 1,340 1,000 905.5 Data Dasda Bank 329.5 1,860 1,490 Pechethrons 1,545 1,000 905.5 Data Dasda Bank 329.5 1,880 1,413 Perrier 1,479 285 233 Exet Relataic 276 19 699 699 699 699 699	415   328   Do. Pref.   376   400   323   Rheinmetall Borl   431   5   303   232   Do. Pref.   280   421   342   Rosenthal   418   855   722.5   Scheritig   766.5   321   168   Schmalback-Lub   321   205   117   Alex A (Free   186.2   703.5   Stemens   756   756   235   5   235   Stemens   765   236   194   137   Circlatal 8 free   235   270   Thyssen   289   170   101   Dyno Ind.   345   34	8,540 6,875 Rocke Hidgs (Br) 7,850 Price 12,400 10,275 Sandor (Br) 10,97 Krener 7,750 5,025 Schindler (Br) 7,300 140,00 1,020 7,925 De (PtCst) 1,290 140,00 1,020 7,305 Schindler (Br) 7,300 145,00 1,020 7,305 Schindler (Br) 7,300 145,00 1,020 7,305 Schindler (Br) 7,300 145,00 1,000 7,305 Schindler (Br) 7,300 145,00 1,000 7,305 Schindler (Br) 7,300 145,00 1,000 7,005 Schindler (Br) 7,300 145,00 3,000 1,000 Schindler (Br) 7,800 145,00 4,000 2,780 Swiss Reinste 3,550 345,00 4,000 2,780 Swiss Reinste 3,550	15812 CanCap A 584 82 64 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
1,055   715.8 FLS Inds. 8	174LY	148.0   814   574   50. Ptg   724     135.00   5.450   3.800 Zarich irs   4.850     140.00   2.360   1.635 00. Ptg   2.210     SOUTH AFRICA     Price Pts   1990   July 27   Price Rand     3.395   18.75   15   AEC    15.75     5.030   52.5   55   Allied Tech   67     3.430   92.5   70   Anglo Am Coal   89     3.200   417   277   Anglo Am Gold   311     9.900   417   277   Anglo Am Gold   311     5.110   54.5   35.25   Barfow Rang   38	DOW JONES July July 25 25 27 28 25 40 25 27 28 25 40 25 27 27 27 27 27 27 27 27 27 27 27 27 27
1.14 Amer   131   1.24 Amer   131   1.25	1,490   1,263 Caffaro	4,750   15   10 2   CIA Gallo     15   15   10 7   61   10 6   15   15   15   15   15   15   15	Composite : 353.44 355.91 357 09 31     Indestriate Nation
FRANCE  1990  Nigh Low July 27  Fris. 1,065 809 Accor 990 1,226 483 Afrigue Ociden 510 795 600 Air Liquide 778 1,180 2,270 Arjonari-Prioza 2,298 1,125 975 Aunii (lare d'Ect. 1 1)49 800 601 BIG 668 894 688 BSN 869 665 487,1 Bancaire Cle 555 889 365 5 BNP (Cert. Inv.) 415  GERMANY  1990  1990 1990 1090 1090 1090 1090 1	157.102   125.50   Raicement    132.850   7.72   575   Berdueru     3.120   2.625   Raigas   3.120   5.200   3.960   Kolpe     1.840   11.280   Lloyd Adriatica   1.6500   1.450   1.380   Metal Bure-Felg     2.250   17.09   Mediobanc   20, 400   24.850   17.09   Mediobanc   20, 400   24.850   17.09   Mediobanc   20, 400   24.850   18.33   Portulad Vald     2.108   1.765   Medicalison   1.925   885   651   SMIACE     2.108   1.765   Medicalison   1.925   885   651   SMIACE     3.125   2.303   Pirelli Co   10.350   648   655   Serilisas Elec     3.125   2.303   Pirelli Spa   2.303     8.038   7.095   Risascente La   7.600   770   800   7etefonica     3.872   1.413   Sip   1.650   1.300   6.800   Union Elec-Fest     1.741   1.720   Safata   10.020   3.787   2.820   Union Elec-Fest     3.600   2,540   Saipen   2,840   2.350   1.735   Urbis Ser. 2	17.6   12.5   16.25   Malter Hidgs   17.6	Dow Industrial Div Yield   3.64   Jul 25
1990   1990	1990	880   14.95   12.2   Lend Lease   14.10   2.50   1.98   Mid   2.50   1.98   Mid   2.50   1.860   6.8   5.44   Mayre Nickless   6.10   1.290   2.95   2.05   Metal Manuf   2.38   1.20   6.94   6.08   Nat.Aust. Bank   6.76   1.310   14.85   9.6   News Corp   12.35   1.22   14.85   9.6   News Corp   12.35   1.23   14.85   1.20   14.85   9.6   News Corp   12.35   1.23	Sobil
1,300 755 Calsonic Corp 915 1,650 950 Kelo Yelto Elec 950 1,940 1,400 Caron 1,800 1,720 1,090 Kilokorsan 1,270	3,830 2,650 Nippon Hodo 3,680 1,490 1,400 Tebishima 1,500 980 Nippon Kayaku 1,020 1,680 995 Tobe Railway 1,100 660 Nippon Li Metal 1,170 1,280 950 Toel Co 1,100 608 Nippon Misling 903 1,910 990 Nippon Misling 903 1,570 Tebal Sank 1,020 1,570 Tebal Sank 1,020 1,100 Silv Nippon Road 2,110 1,100 Silv Nippon Road 2,110 1,100 Silv Nippon Sanso 845 1,390 900 Nippon Salvo 996 1,240 Tebal Marine 1,020 1,	950 0,9 0,7 Qathridge 0,90 1,240 55 4.5 Pactific Dunlop 5,40 38,200 2.4 1.82 Pactific Dunlop 5,40 1,670 2.5 1.95 Patmisso 2.37 1,670 2.56 1.97 Patmisso 2.37 1,240 1.5 1.5 Pactific Dunlop 5,40 1,670 1,986 8.26 Resizanci Gidrica 9,40 11.1 7.5 Retbranar Arst 11.00 3,920 2.8 2.2 SA Brewing 2.58 4,710 4,55 406 Santos 4,49 675 6.1 4,9 Smith (II) 4,90 1,400 1.1 1,98 Stockland Tex 1,90	Metals & Minerals 3310.70 3329.70 3335 Composite 3542.00 3543.49 3354 MONTREAL Portfolio 1840.71 1841.10 1851 Base values of all indices are 100 except NYSE / Toronto Composite and Metals—1000. Toronto 83. † Excluding bonds. † Industrial , plus Utilities Unavailable.
1,740 1,280 Casle Computer 1,500 1,340 946 Kinki Mispon RI 946 1,350 800 Cestral Finance 800 1,020 572 Cestral Glass 878 878 1,700 1,610 Chiba Bank 1,140 1,240 1,420 Kirin Brewstry 1,500 1,500 Chiyoda Chem 2,400 5,400 3,710 Kokusai Electric 5,250 1,410 801 Chiyoda Fire 910 1,540 3,710 Kokusai Electric 5,250 2,150 1,600 Chugai Pharm 1,600 1,750 950 Konatsu 1,230 1,250 1,250 1,250 Chiza Watch 1,120 1,500 1,100 Koya Selic 1,280 1,140 700 Dalech Chemicai 987 1,280 805 Chiza Watch 1,120 1,560 1,100 Koya Selic 1,280 1,290 2,200 Balichi Selyaku 2,500 1,450 990 Kumapai Samul 1,590 1,	791 485 Nippon Stret 515 2.990 1.520 Tokyo Style	1.79   1.53   Westheld fis   1.73   1.75   Westheld fis   1.75   1.70	TOKYO - Most Friday Ju  Stocks Closing Change Traded Prices on day Nippon Steel 515 + 4
3,290   2,360 Dal Nipped Plar   2,780   2,460   1,670   490   Kyodo Shiryo   851   2,460 Dal Nipped Plar   2,780   1,650   1,650 Dal Nipped Plar   1,900   1,000   1	1.660   1.350 Nissie Electric   1.550   4.750   7.740 Nissie Foed   3.470   1.740 Nissie Foed   3.470   1.740 Nissie Foed   3.470   1.750   6.00 Teye Int   1.750   6.00 Teye Int   1.750   1.750 Teye Ranetse   1.750 Teye	813   10.6   7.85   Cathay Pacific   10.20   1.440   14.3   9.4   Catemy Kong   13.70   1.250   15.6   11.9   Chira Hight   15.20   2.200   15.8   14.2   Cross Hisour Tel   14.40   1.180   2.55   1.34   Bao Heng Hidgs   1.94   1.140   4.1   2.52   Everyo   3.92   1.250   2.34   Hang Lung   3.92   1.252   13.4   Hang Seng Basis   22.50   2.34   Hang Seng Sasis   2.250   2.34   13.2   Henderzon Land   8.70   2.24   18.2   H.K. Alrozaft   3.70   2.24   18.2   H.K. Alrozaft   3.70   2.24   18.2   H.K. Alrozaft   3.95   3.70	Sanyo Kokusaku 12.5m 765 +50 Kurabo Ind
1,470 810 Dona Fire & Mar. 935 1,590 680 Dowa Minleg. 960 2,290 1,550 6Barra 1,780 2,450 1,800 Marvid. 1546 3,140 2,290 1,550 6Barra 1,780 2,450 1,800 Marvid. 1546 3,110 2,290 1,550 6Barra 1,780 2,450 1,800 Marvid. 1546 2,600 1,660 956 6284 6 Gileo 1,330 2,240 1,800 Marsushta Koto. 2,700 1,460 900 Fudo Cosstract. 1,380 2,240 1,800 Marsushta Koto. 2,700 1,460 900 Fudo Cosstract. 1,380 1,570 habrushta Koto. 2,700 1,460 900 Fudo Cosstract. 1,380 1,570 habrushta Koto. 2,700 1,460 900 Fudo Cosstract. 1,380 1,570 habrushta Koto. 2,700 1,460 900 Fudo Cosstract. 1,380 1,570 habrushta Koto. 2,700 1,450 830 Fuji Electric. 936 1,130 701 Melji Milk. 842 4,950 1,550 Fuji Film. 4,960 1,20 790 Melji Seitz. 947 1,430 800 Feji Fire & Mar. 1,080 3,490 2,500 Milkoul Coss Cola. 3,490 1,430 800 Feji Fire & Mar. 1,080 3,490 2,500 Milkoul Coss Cola. 3,490 1,430 715 Fujikura. 977 1,500 941 Minches 1,030	6,340   4,490   0an Pharm   5,610   1,720   1,250   Waccai	1,510 5 432 HK Land	No
1,280 6.54 Hanghin El Rall 773   1,300 769 M*bishi Paper 978   1,550 1,070 Haseki	8,800 4,400 Sanrio 6,800 1,900 1,500 volutioni Plant 1,200 2,700 1,430 Sanrio 8 mit 2,240 1,060 758 Sanyo Etect 799 1,060 758 Sanyo Etect 799 1,060 1,	2,530 4,97 3,52 Shaw Bros. 4,85 1,690 1,230 427 2,5 Shaw Bros. 422 2,7 1,24 Shell Elet. Mfg 2,20 2,27 1,91 Sun Hang Kat Cr 2,62 2,24 1,5 Swire Pac A 21,50 3,8 2,57 Do. B. 3,70 Price Asst5 9,9 7,1 Tele B'cast 9,65 Marsh Hidgs 9,20 4,55 Wharf Hidgs 9,20 4,55 Winsor Ind 9,15 5,16 3,88	Ke used to l still. The history fo Ha problem
1,000 950 Hino Motors 1,070 1,000 Hissil Is	1.380   856   Setsu   1.390   1.483   3.73   Amtor   1.000   6.40   Stern   Ever   1.740   1.761   1	1990   1990	Be transmitt locally fo hotel or o cities.
1,910 1,530 Honda 1,680 1,240 727 Milyali ries Wis 1,000 3,640 1,340 Honsha Paper 3,640 2,020 1,480 Missan Spering 1,800 2,770 1,800 House Food Ind 2,350 5,070 3,400 Mochida Pharm 3,880 3,430 2,760 Hoya 3,500 1,550 560 Micriaga Milk 885 1,800 3,570 8,370 2,320 Micriaga Milk 885 1,550 817 Hara Chemical 1,030 3,570 2,320 Micriaga Milk 3,330 2,200 1,540 km 3,330 2,200 1,540 km 3,330 2,200 1,540 km 3,330 2,200 1,540 km 3,330 2,200 km 3,540 1,540 1,540 Mick Spark Ping 1,550 1,300 3,00 keli & Co. 996 1,730 1,250 Mick Spark Ping 1,550 1,300 3,00 keli & Co. 996 1,030 541 MHK Spring 770 4,850 3,140 kettal 4,100 785 465 Mick Corp. 530 640 564 bhilhar Saegro 750 1,460 800 R0K Corp. 1,210 1,100 595 Issau Midters 876 1,220 775 MTN Topo Brg 990	3,370 2,490 Skylark 3,250 1,6 1.12 Brierky lows 1,400 B89 Saow Brand Milk 1,070 4,45 3.7 Bondstern Supar 3,750 .	1.40 1996 Price 12 90 15.25 3.7 Cold Storage 5.00 15.25 10.4 8.45 Fraser & Reaser 8 60 12.10 12.10 12.10 12.10 12.10 13.20 13.4 2.55 Hair Par Brb 3.02 12.10 13.20 13.4 9.25 0.68 7.00 13.4 9.25 0.68 7.00 13.4 9.25 0.68 10.60 13.4 9.25 0.68 10.60 13.4 9.25 0.68 10.60 13.4 9.25 0.68 10.60 13.4 9.25 0.68 7.00 13.4 9.25 0.68 0.68 0.68 0.68 0.68 0.68 0.68 0.68	in central
1.620 1.080 ftoman & Co 1.430 1.610 900 hagase 1.460 4.680 3.400 fto Yokado 4.000 1.500 870 ftagoga Ralfroad 891 1.320 950 levitus Electric 1.220 2.250 1.320 Mattoral House 1.740 1.320 Mattoral Ho	2,210 1,220 Semikono Razity . 1,530 2,38 1.9 Energy Res	3.76 3.16 Tat Lee Bank 3.78 7.1 5.2 UOB 6.90 3.27 2.78 NOTES — Prices no this page are as quoted on the individual exchanges and are last traded prices, (a) unwallable, a Deallogs traded prices, (a) unwallable, a Deallogs 1.74 septended, all Ea divident, be Ea serie	

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_	Sales Stock	High Low C	Close Cha	y Sale	• Stock	Hig	t Low C	lose Chag	Safei. Stock	High Low	Çicse Chr	ng \$1	les Sto	ek High L	<sub>DW</sub> Close Cling
	Closin; Cuctabore in cents 6811 Abilibi Pr 102 Ad-lands 31197 Agraco E 17850 Abras En 2670 Abras N 174537 Adam 171590 A Barrick 17800 AB Barrick 17800 AB Barrick 17800 AB Barrick 17800 AB Barrick 17800 BC Surrick 1800 BC S	\$155.1			CO Seed Construction of Computer State of Comput	1 526 ST	18 118 118 118 118 118 118 118 118 118	301 6 1 7 9 5 1 1 1 1 1 2 1 1 2 1 1 1 1 1 1 1 1 1 1	26833 Laufle B f 5600 Laur Bk 1280 MDS A 1280 MDS A 1280 MDS A 1280 Mac Nauril 1300 Magna A f 13733 Marillime f 17012 Marit Res 1300 Magna Laur 14800 Millei Corp 12800 Molson B 12800 Molson	\$15\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	14 + + + + + + + + + + + + + + + + + + +	23 144 34 15 16 16 16 16 16 16 16 16 16 16 16 16 16	7888 Sham 441 Shell 4420 Shell 4441 Shell 500 Soro 500 Soro 500 Soro 7000 So	TCAN SIG 3  TELL SIG 3  TELL SIG 7  TELL S	94 - 4 4 5 94 - 4 5 94 -
								IND	ICES						
	NEW YOR									July	July	July	July		1990
	DOW JONE	-	-itiy	July	1990			mpilation	4114	27_	25.	25	24	HIGH	LOW
Ì	Alaskata a sis	27 26 2898.51, 2920.79	25 3 3030 64 3			LCW	HIGH 76	41.22	AUSTRALIA Ali Orlinata (1/1/80)			1590.5	1587.6	1713.7 (12(1)	1454.5 (50)40
-	∳irdustrais Home Bonds	91.28 91.05		90.56	16(7) 55 C4	2543,24 (30/1) 88,48	2999.75 0.6/7/909	27/32	All Milphy (1/1/80)	TITA	787.5		775.2	860.8 (5/1)	711.7 (2)77
1	Transport	1134 b7 1142.15		137.96 1	13/3) 21277	(2/5) (031.83	1532 01	12.32	Delil Aldies (30/12/8) SELGIUM			670.51	672.08	703.29 (19/3)	525.59(2/I)
1	Vilais	203.35 203.16	202.65	20039 2	36.23	(30/1) <b>206:20</b> (25/7;	(5/9/89) 236.23 (2/1/90)	(9,77,32) 10,50 (8,14,32)	Brests SE (Cast Mist) DENNIARK			6346.83	6312.13	6599.43 (12(1))	5568.16 (26/2) 152.05 (75/0)
j								72 (2888.12)	Caperbages SE C/L/RS FIRST AND			385.82	385.99	388.29 (20/7)	352 % (25/4)
Į	STANDARD	AND POOR		15570 : 7	68.95	322.98	368.95	4.40	Veitzs General (1975) FRANCE	. 545.0		540.8	536.8	677.3 (23/1)	532.7 (17/7)
ļ	indestrials (label)	418 % 421.30		f (	14(7)	371.92	16/7/901 437.37	U/6/320 3.62	CAC General (31/12/82) CAC 40 (31/12/82)	2 528.96 1965.79		533 78 1998.58	538,98 1995.61	564.62 (30)53 2129.32 (28)40	482.94 (26/2 1809.32 (36/2)
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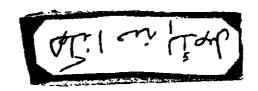
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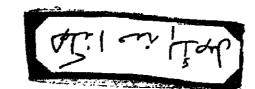
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EBC Trust Consignary (Jersey) Ltd

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Global Recovery Sun Life Management (IoM) Ltd PO Box 178, Douglas, Juli Score High Lecture ... Jol 1973 0 9273 0 973019.2514746 ISLE OF MAN (REGULATEDIC\*\*) | Colorie | Colo -1 44795 Fleming Group | Committee | Comm | Feminy Altery Americal | \$10.54 | 17.64 | 0.53 | 44991 |
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A-USS Cash	\$10.43	7.50	45005
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B-Wall Cash	\$10.75	8.00	45005
C-US Beness	\$10.75	8.00	45017
B-US Emitter	\$11.93	7.00	45017
Wall Cash	\$10.10	8.00	45017
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NATIONAL AND REGIONAL MARKETS

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Denmark (33)
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France (124)...
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July 27 change

LONDON RECENT ISSUES

**FIXED INTEREST STOCKS** 

RIGHTS OFFERS

BANK OF ENGLAND TREASURY BILL TENDER

WEEKLY CHANGE IN WORLD INTEREST RATES

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#### FINANCIAL TIMES MONDAY JULY 30 1990 CURRENCIES, MONEY AND CAPITAL MARKETS **MONEY MARKETS** POUND SPOT - FORWARD AGAINST THE POUND Cramped odds EQUITIES 18135 18350 1 8340 1 8350 2 9445 2 9 106-3 Olym 0 86-9 Rem 25-5-5-pm 15-12-bpm 13-12-bpm 12-1 Cryps 12-1 Cryps 14-1-104pm 12-2pm 12-1-11-bpm 12-1-11-bpm 12-1-11-bpm 13-1-3-1-bpm 3-1-3-1-bpm 3-1-3-bpm 3-1-3-bpm 3-1-3-bpm 3-1-3-bpm 3-1-3-bpm IN THE next few months UK that hase rates could be 14 per in This next lew months UK bank base rates may set the longest period of stability since the introduction of floating exchange rates in 1967. If base rates are still 15 per cent on October 5 they will have been unchanged for 365 days. This will they be the second longest. cent by the end of the year, but no lower. He also suggests there is a very good chance that rates will still be at 15 per cent on September 19 when the September short sterling contract on Liffe is delivered. will then be the second longest period of stability, exceeding Over the past five years there have been very few occasions when the contract price on delivery has been more than 25 basis points away from the equivalent base rate level. This UK clearing bank base lending rate DOLLAR SPOT - FORWARD AGAINST THE DOLLAR 15 per cent from October 5, 1989 equates to 85.25 and last week the contract was not far away 3 06-3 0 3pm 1 06-0 96pm 1 47-1 51dm 0,10-0 134s 7-124m 2 60-3 30nic 0 66-0 99dm 165-195dm 156-168dm from this price. December is a rather the 353 days at 71/2 per cent recorded in 1970/71. The different proposition however. longest time with rates unchanged was 391 days at 8 per cent in 1969/70, and in the Taking the closing price of 86.17 on Friday and accepting 101 73 130 100p 160p 180 242p 160p that 14 per cent base rates give a likely price on delivery of present circumstances it will not be a great surprise if this record is broken. 86.25 this means there is around 8 ticks (basis points) Two possible events could change the picture: sterling joining the EMS exchange rate upward potential. On the other hand if base rates are still 15 per cent at delivery in mid-December the price will mechanism earlier than expected, or a collapse of probably fall some 92 ticks to confidence in the equities market. Mr Nick Parsons, around 85.25. At the present **EXCHANGE CROSS RATES** price those operators looking for lower base rates appear to economist at Union Discount July 27 believes there is a possibility be taking rather cramped odds. Dts Yes | FFr | Sfr | HFI | Lea | CS | BFr **C IN NEW YORK CURRENCY MOVEMENTS** Corre 3 349 36 14 Ja.y 27 Chris 0 B47 9 144 731 9 7498 1 8145-1 8155 1 05-1 03cm 3 51-3 01pm 10 04-9 94; 10 3 952 2 530 1 3 367 1 331 104 4 109 5 111 1 120 4 138 5 114 0 114 1 104 4 127 1 8 751 1 158 100 Fell - Team Pages | Salari I 1 541 0 473 | 0 867 1 637 | 3 002 1 400 4 848 129 B 4 690 L 187 449 J 16 24 4 106 STERLING INDEX Yeo per 1 000 French Fr per 10 Lira per 1 000 Belgian Fr per 180 Mergan Guaranty etunge. 1982 - 100 Basia of England Indo 1985 - 1907 Reins are farably 26 934 934 935 937 937 937 939 **EURO-CURRENCY INTEREST RATES** 100 pm 200 pm 300 pm 400 pm 144 - 141, 81, 82, 13, 124, 82, 82, 83, 82, 84, 82, 104, 104, 115, 115, 74, 74, 74, 104, 84, 1-mit 3-mit 6-mit 12-mit 18241 18341 17768 17355 PROA-STEULING SA per E **CURRENCY RATES** OTHER CURRENCIES Sterling U S Bollar Canadian S Austrain Sch. Belgian Franc Danish University Belgian Franc Belgian Franc Helti Goulder French Franc Heltian Lira Japanes Yen Borney Kone Spainish Presta Sacretish Krene Sprins Franc Swris Franc Swris Franc 0 745065 1 34745 1 55159 15 4094 45 0419 8 33263 2 46516 7 33080 1601 56 202 118 8 44312 134 066 7 7.97151 1 85611 N/A 0 6/9911 1.27516 1 46975 14 5483 42 5777 7 87349 2 06768 2.33074 6 93242 1514 13 192 103 7 96658 127 019 7 52856 1 74889 202 700 0 770957 FT LONDON INTERBANK FIXING 6 months US Dolfars MONEY RATES **NEW YORK** Freasury Bitts and Bonds **CHICAGO** (4pm July 27) Prime rate Broker loan rate Fed funds Fed funds at interrention High 94-03 93-25 93-15 Six Two Three Greenight One Month 93-06 92-29 92-21 92-26 92-14 92-11 92-22 92-15 92-08 92-01 91-26 91-19 Frankfurt Paris Zurich Amsterdar Tokyo Milian Brossels Dublin 7 95-8 10 9 1 9 2 8 1 9 8 08-6 18 7 1 7 11 1 9 1 9 1 10 11 1 1 1 1 1 7 95-8 10 9]]-9:] 7 85-7 95 10-104 7 2 819 8 06-8 19 7 2 7 7 11 4 - 11 4 8 45 10 2 - 10 12 8 05-8 20 911-911 84-9 8 23-8 33 75-711 11-12-12 95-94 104-1011 8 20-8 40 93-10 8 00 9 50 -High 0 6213 0 6207 9 6165 U.S. TREASURY BELLS (IMM) S1m points of 180% 92 63 92 64 92 82 92 74 High 92 74 92 99 92 97 92 77 **LONDON MONEY RATES** 92 10 92 18 92 15 91 96 91 79 91 57 91 46 91 33 One Year Jul 27 Interbank Difer Interbank Bid Sterling CDs. 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Local Authority and Finance Mouses seven days fixed Finance Houses Base Rate 15½ from July 1, 1990: Bank Deposit Rates for suns seven days notice, on the seven days notice, on the seven days notice, on the seven days notice of per cent. Certificates of Tax Deposit Series 60; Deposit E000,000 and over held under one month 11½ per cent; one-three months 13 per cent; three-six months 13 per cent; six-nine months 13 per cent; nine-twelve months 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; one-three most 13 per cent; three-six months 13 per cent; | Strike | Calls | Calls | Previous day's open for Calls | Cal 0cs 0 06 0 13 0 33 0 66 1 16 1 96 2 77 Sep 0 01 0 03 0 03 0 20 0 50 1 11 1 86

**FT-ACTUARIES WORLD INDICES** 

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood

Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

The World Index (2371)... 145.33 -9.6 117.45 137.44 122.00 135.84 -10.2 2.58 146.08 119.42 138.93 123.23 137.08 162.05 132.25 152.39

Base values: Dec 31, 1986 = 100; Finland: Dec 31, 1987 = 115.037 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Nordic: Dec 30, 1988 = 139.65 (US \$ Index), 114.45 (Pound Sterling) and 123.22 (Local).

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Constituent changes: Name changes: Eternit (Financiere) to Etex (France)(25/7/90) and Zung Fu to Jardine Intl. Motor (Hong Kong)(23/7/90).

Gross Div. Yield

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4.46 159.43
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2.56 134.33
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Pound Sterling Index

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120.27	139.91	124.10	
120.28	44	265.75	235.71
130.31	151.58	134.45	
14.07	132.69	117.70	
132.52	261.18	231.68	
109.82	127.76	113.31	
131.33	152.77	135.50	
118.09	135.06	119.78	
118.48	137.83	122.26	
153.18	178.19	158.06	
153.18	178.19	158.06	
153.18	178.19	158.06	
204.14	237.46	210.63	
458.97	533.91	473.57	
119.47	138.98	123.28	
55.05	64.04	56.80	
208.49	242.53	215.12	
169.54	197.23	174.93	
154.58	179.62	159.50	
147.20	171.23	151.86	
186.52	216.98	192.45	
187.37	131.10		
126.83	147.54	130.87	
178.33	207.45	184.01	
177.67	136.89	121.10	
121.54	141.40	125.43	
119.42	138.93	123.23	

Local Currency Index

125.30 235.68 131.49 1716.40 230.18 107.20 136.96 119.76 144.41 136.84 169.91 94.51 136.84 260.33 1764.72 121.96 276.25 173.98 161.14 135.72 199.27 90.71 140.56

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149.56 148.85 129.87 158.66 179.22 219.30 136.43 192.75 134.01 174.18 141.75 148.43 121.17 143.98 128.12 146.72 134.10 173.77 136.91 161.84 137.37 151.59

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129.62 173.66 183.19 161.86 139.75 112.61 123.92 161.36 151.98 152.41 135.51

1990 Law

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#### Charterhouse Bank Limited 1 Pare-roster Ros. EC49 7031 42 500-49 999 13 25 10 120 000-49 999 13 55 10 120 000-69 999 13 55 10 120 000-69 999 15 50 120 000-799 999 7 00 5 120 000-799 999 7 00 120 000 15 15 15 14 3317 143 144 Unch d Unch d Unch d v0 0129 Unch d Urch d RANKFURT 8 025 8 025 8 125 Combard Goe milk intertant Tarre promits Unch d Unch d Wimbledon & South West Finance Co Ltd 114 Newsate St. London ECL 7AE 071-406 9485 High lot Cheque Acc 114 50 11-31 125 731 揺 \*\* |11 00 8 50 Mm | -|11 50 9 00 Mm | -BRUSSELS 914 913 Cas naomsh Three most h ijξ \*\*\* Ţ | Notesdate Bank PLC | St Vincest Place, Gapone 61 2HL | 041 248 7070 | CA E2,000-49 999 | 12.2 | 9.2 | 9ur | -0.000-149 999 | 13.0 | 10.14 | 6ur | -0.000-149 999 | 13.2 | 10.30 | 6ur | -0.000-149 999 | 13.2 | 10.30 | 6ur | -0.000-149 | 6ur OU BLIN One month Three month 40 GS LONDON SHARE SERVICE AMERICANS - Contd **BRITISH FUNDS-Contd BRITISH FUNDS** Price West "- Y'ld Last Dividents City-Proce M V Last | Interest |City- Martel Prize V1 % Last Interest City- Assess £ stand of Day line Em | Consequence | 18:1: ve Years) 193 25 8c 25 0c 1285 193 25 8c 25 0c 1285 174 22 8c 1276 20.6 10.m 10.1m1292 13 56c 5Apr 1275 6.4 1135 13 8c 1236 19.3 254c 256c 1258 4.5 10.m 10.m 12.m 1256 19.3 254c 256c 1258 4.5 10.m 100c 1135 15.6 7 21.m 201c 125 1.7 7 21.m 201c 125 1.7 10c 7 22m 125 1.7 10c 12m 12m 12m 125 1.7 10c (b) Figures in parentheses show RPI base for indexing, (ie 8 months prior to issue) and base been adjusted to reflect rebasing of RPI to 100 in January 1987 Conversion factor 3 945. RPI for November 1989: 118 5 and for June 1990, 126 7. INT. BANK AND O'SEAS **CORPORATION LOANS** 45 Birmington 11 kpc 2012 | 94 kp | 1.1 | 17.4 | 154 kp | 154 kp | 1890-92 | 90 kpc | 16.7 | 157 kpc | 158 kpc | 1890-92 | 90 kpc | 16.7 | 157 kpc | 158 kpc | 16.7 | 158 kpc | 158 kpc | 168 kpc | Five to Fifteen Years 2.350(Treas 12ac 1995 2.360(Each 10 apc 1995 2.360(Each 19 apc 1995 COMMONWEALTH & **AFRICAN LOANS** -5 Renot 21 ppc Nam-Assari ... 206 ... - | 1Apr 10ct | 3 Bo. 41 ppc 87-92 Assari ... 8412 ... 14.7 17 Feb 7 Apr LOANS 60km kir karik 33 pr. in 2021. | 100 3 | -0.2 | 22.6 | 30 Jan 31 Jul 3465 5000c. 4.25 pcil. "24....... 101 3 at 0.5 | 19.2 | 23 Feb 23 April --**CANADIANS** 14.4 30.8 7.7 2.8 7.8 7.3 30.6 1.7 30.6 1.8 30.12 7.8 30.12 7.8 10.12 1 **FOREIGN BONDS & RAILS** | Over Fifteen | Over

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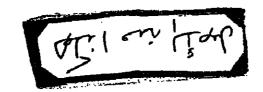
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#### A bridge too far for Hanson

¬ o most intents and pur poses, three years is just as long a time in business as it is in politics. In hese days of fast-moving competitive change, a company may designate a "core business" in 1987, only to sell it in

But if a company wishes to retain its credibility with shareholders and employees alike, some basic commitments must be binding. Hanson, Britain's best-

known conglomerate, has always explained the logic of its highly diversified portfolio of businesses, old and new, in terms of their conformity to a strict set of management characteristics.

After realising the restruct-uring potential of all its acquisitions. Hanson has consis-tently divested businesses which do not conform to these criteria, while retaining most of those which do.

Its main criteria are that its businesses should be in industries which are: relatively basic; have reliable demand patterns; enjoy a stable comectitive environment: have relatively low technology, and no great capital intensity.

#### Secret of success

The reasoning behind this self-limiting list constitutes one of the main "secrets" of hanson's success (and that of BTP), compared with most other conglomerates: that any company's head office finds it far easier to add maximum value to a portfolio of busi-nesses which require a similar type of "parenting," than to one where the different businesses need various types of head office involvement.

Hanson always operates in an extreme hands-off style, except for its tight central control of finance and top executive appointments.

in the mid-1980s, the success Hanson's rigorously spealised approach helped spark influential research into its and other types of corporate "strategies and styles" by Michael Goold and Andrew Campbell, now of the Ashridge Strategic Management Centre.

A few months before Goold & Campbell's first book appeared in 1987, Lord Hanson analysed his company's approach in a journal called The Treasurer. Part of his article is particularly pertinent to the current controversy over Hanson's interest in PowerGen, the soon-to-be-privatised UK electricity gen-

eration utility.

After outlining some more general principles, Lord Hanson wrote: "We chose, from the very beginning, to be in consumer-orientated businesses...[including services and distribution]. We declined to be in businesses which were heavily capital-oriented - for example, steel, shipbuilding, nuclear power, North Sea oil and gas, and so on, all of which rely on expensive research with a prospect of a return sometime or never."

#### Force of principles At no stage in the article did Lord Hanson suggest that his strategy had changed since those beginnings.

The fact that shipbuilding can hardly be said to be research-intensive should not detract from the force of the Hansen principles. The point is that PowerGen, which it proposes to acquire, is pretty capital-intensive – at least on a par with shipbuilding.

PowerGen may be planning to downscale the unit size of future power stations, but it has a heavy current expenditure programme, including £750m of sulphur-scrubbing equipment, for instance. Moreover, PowerGen would

become, by some distance, the largest single business in Hanson's portfolio, ahead of SCM Chemicals and Imperial Tobacco (whose size in Han-son's accounts is distorted severely by the inclusion of government duty).

Whether Hanson could, over time, maintain a hands-off head-office style towards this weighty, capital-hungry animal, and still add maximum

value to it, must be doubtful. More likely is that Hanson would gradually have to develop some electricity industry expertise at headquarters. But that sort of corporate involvement would break with its entire tradition. It would also start to dilute its specialised approach towards the more diffuse style of less successful conglomerates.

Christopher Lorenz

top flight manager, but a political innocent in thrall to the politicians? Or a top flight manager with a clear sense of priorities who does not waste his energies fighting political battles of marginal importance?

Oninions in Italy are still

Opinions in Italy are still divided about Franco Nobili, the tall, 64-year-old former comrade of Giulio Andreotti's youth, raised last November by that most Byzantine of Italian prime ministers to the lofty position of president of the Isti-tuto per la Ricostruzione Industriale (IRI), the public

sector holding company.

Certainly no two careers could have diverged quite so radically over the 42 years since Mr Andreotti was president and Mr Nobili vice-president of the Christian Democratic routh organisation. Party's youth organisation. The former has been a nearly permanent and indispensable feature of Italian government, accumulating an unequalled knowledge of the skeletons and the closets which litter the nation's politics. The latter became synonymous with Italian civil engineering and construction, so apparently indis pensable in his own way that when in 1989 Fiat acquired control of his company, Cogefar, Mr Nobili's continued occupation of its presidency was a condition of the deal. Gianni Agnelli, the Fiat president, released him to IRI by special

dispensation. While Mr Andreotti is fre quently credited with the subtleties and ruthlessness of a cardinal, Mr Nobili displays the clerical mien and certainties more commonly associated with a Protestant pastor or, in English terms, a north country preacher. He is the epitome of honesty and correctness – the Italians call it "per bene" – whose youthful activities included choral singing, Vatican radio announcing and smuggling arms to the Italian resistance. It would not occur to him that anyone should doubt that he accepted Mr Andreotti's commission "because the Government and the President of the Republic asked me to give a service to

the country."
Selfless public service is not a concept one stumbles across every day in Italy but there is nothing artificial about Mr Nobili's desire to do his best for his country nor uncertain about how he is applying himself to his task.

"My purpose is to rationalise IRI and to bring its companies to a European size to compete with the colossi of France, Britain and Germany.

Having begun as the Fascist state's lifebelt to the industrial and banking victims of 1930s recession, and then become a companies the politicians would not let go to the wall, IRI contains a bit of everything. From steel to shipbuilding, aerospace to compact discs, the bran tub generates sales of more than L67,000bn (£30m) and employs more than

16,000 people.
It also makes money now: L1.615bn last year, thanks to MONDAY INTERVIEW

# Good soldier of the public sector

Franco Nobili, president of Italy's Istituto per la Ricostruzione Industriale, speaks to John Wyles

bly lost during 20 years of con-tinuous losses. This was the achievement of Mr Nobili's predecessor, the ebullient Profes sor Romano Prodi, whose char-acterisation of the group as "a giant made up of dwarfs" still best defines its main structural

Mr Nobili's strategy is built around a very straightforward approach which Mr Prodi himself had launched. It begins by aggregating companies which have overlapping activities, such as the recent fusion between Aeritalia and Selenia aimed at exploiting their common strengths in aeronautics and defence electronics. It seeks to encourage a mani-

#### PERSONAL FILE

1925 Born, Rome. Educated Rome University: degree in jurisprudence. 1949 Joins Milan construction

company Farsura. 1959 Cogefar launched by Farsura. Becomes a senior manager, and successively director general, managing director.

1976 President of Cogefar. 1989 President of IRI.

festly more difficult (for political reasons) elimination of overlaps with other public sector holding companies, notably the very much smaller EFIM. Finally, it looks to the private sector at home and abroad for alliances which will strengthen market positions and technological capacities.

Within this general framework, the new IRI president identifies three particular prob-lems, one conjunctural and two of some political sensitivity. The transformation of East-West relations is presenting the need to find other activities for aeronautics and shipbuilding companies hitherto depen-dent on defence contracts. The proliferation of IRI companies lenge to "eliminate useless expenditure by putting such companies together" while government control over tariffs is seriously distorting the accounts of service companies such as SIP and Alitalia.

While launching his own attempt to thin out the branches at Italstat, IRI's construction holding company tion business. The move to amalgamate Italy's telephone operating companies, SIP, Italcable and ASST, is still becalmed by the trade union lobby in parliament, while a plan to group disparate compa-nies in IRI and EFIM with a Fiat subsidiary to create one railway equipment manufacturer is badly stalled for politi-cal reasons.

Mr Nobili is excessively polite about the politicians – no Prodi-type nods and winks signifying what hell it is to work with them. He plays a very loyal straight bat when invited to confirm that his professional life is continually dogged by political pressures. "At Cogefar, I worked with a majority shareholder owning 55 per cent," he says, refusing to draw any distinction between a private shareholder and his present employer, the Italian state.

Is he sure that the top manigers of IRI companies are free of political influence on their operations? "Yes, quite sure. they are autonomous of the political class."

Eyebrows recently soared skywards when Banca Commerciale and Credito Italiano acquired additional managing directors, apparently to satisfy conflicting party political demands, while, seemingly for the same reasons, the telecom-munications holding company, STET, not only doubled its tors from one to two but also installed a new president with executive powers, Biagio Agnes, formerly of the RAI radio and television service. What did Mr Nobili think

about the conclusions of Italian industrial journalists that such multiplication of senior posts demonstrated that IRI had been suborned by the poli-

"All of these appointments are perfectly justified. We are creating bigger companies and we need to adjust and ment. In the US, there are companies with 10-12 vice presidents. I presided over a private company with sales of L1,500bn a year and three managing directors. We have appointed two at STET with a turnover of more than L10.000bn."

Moreover, Mr Nobili maintains he has had the necessary liberty to choose his managers.

the return to profit in 1988 of IRI's industrial sector, a possibility which seemed irrevocability which seemed irrevocable with its 120 subsidiaries, Mr Nobili has inherited a great deal of unfinished rationalisation. The final decisions belonged to him and his president's combility which seemed irrevocable with its 120 subsidiaries, Mr Nobili has inherited a great deal of unfinished rationalisation. nominees. "Of course, I cannot not take suggestions, advice and proposals," says Mr Nobili firmly, adding that in Italy there is a "mania" for talking of godfathers rather than of the professionalism which underpins his recent appoint-

> There is also a school of thought among the scribes that the reluctance of the parties nected to them to surrender top positions is actually a major obstacle to Mr Nobili's strategic aim of amalgamating companies into larger units. Yes it can be a problem, it will be a problem. But if the objectives are just and in the interests of the community. then personal problems must be of secondary importance," he says with that rather evangelical determination which one feels has not yet been fully tested in political battle. Very early in his reign he

> ignited more than a few headlines by appearing very cool on the idea of privatisation - one of his predecessor's none too private ambitions for many IRI companies. Many observers had expected a manager who had spent all of his life in the private sector to favour expelling some of the less obviously strategic companies – in food and engineering, for example. It is not so much that Mr Nobili is opposed to privatisa-tion – indeed he thinks some of his companies will be privatised and many more will be publicly quoted – it is rather that he sees no great virtue in the operation. "We are not pub-lic - we have joint stock companies, two thirds of which are quoted on the stock exchange. We have more than 436,000 shareholders, of which the state is largest and represented by IRI. For the future, I say that there is no need to look at



'IRI managers are autonomous of the political class'

the colour of the shareholder but to know whether the company is operating as a monopoly or in a free market. All of our companies work in a free market, they are doing so today in Italy, they will do so tomorrow in Europe."

This is a view which would not necessarily command unanimous support in Italy where hidden protectionism and special advantages limit the vulnerability to competi-

tion of such IRI stalwarts as Italstat, Alitalia and SIP. But the particularity of Mr Nobili's opinions about the public sector does not end there. Private enterprise in Italy, he says, is a family affair - even for the giants such as Fiat, Olivetti and Ferruzzi. These and others, he is sure, will have trouble organising managerial succession, whereas the public sector guarantees continuity. Mr Nobili himself is a guar-

antee of the continuity of many of his predecessor's poli-cles. His lack of political experience may also cause him to charge at targets which Mr Prodi thought it wiser to avoid. The question remains whether industrial logic, commercial instincts and personal determination can prevail over a politi-cal class which is always ready to accommodate change pro-viding its own interests and power are not threatened.

# Queen should face her subjects at the polls

n the next decade. British taxpayers will fork out nearly £80m to support the household and official activities of the richest woman in the world. Other members of her family will also receive enormous sums. Her mother and husband, for example, will together receive about £1m a year from public funds; her youngest son a cool £100.000.

These sums are not resented, not even by the large numbers of taxpayers who struggle to keep above the poverty line. The royal family remains an immensely popular institution. Most citizens would probably cut any form of public expendi-ture – from education and social security to defence before touching the sacred Civil List. Having lost an empire, Britain revels in the pomp and ceremony associated with the Windsors.

There are, however, faint signs of a revival of republicanism. In recent years, adulation from the mass media has been tempered by the publication of several weighty critiques of the monarchy. These include The Enchanted Glass by Tom Nairn (Picador £5.99) and The Myth of British Monarchy by Edgar Wilson (Journeyman £5.95). Both books rely primarily on reasoned argument, although neither author is able to resist

a generous dose of invective.

The case against monarchy cannot be based on the recent performance of leading members of the royal family. indeed, this has far exceeded expectations. Elizabeth II has been a model monarch by the standards of most of her predecessors. Prince Charles has emerged as an intelligent and sensitive social critic, contributing usefully to public debate in spheres such as architecture, the environment and business philanthropy (although one suspects that his views carry weight mainly because of his position). His sister has a fine record in pro-

moting charity.
Putting the merits of individuals to one side, the important

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Michael Prowse on the Royal Family

question is whether the system of monarchy has any place in a modern, self-confident democracy. Does a division into "sovereign" and "subjects" make sense? Should an unelected individual retain even residual political powers? Is excessively deferential behaviour appropriate in the presence of even minor members of the royal family? I think not, mainly for the reasons so brilliantly expressed by Tom Paine in his 18th-century classics, Common Sense and Rights of Man.

Paine scandalised public opinion by pointing out that the wealth and prestige of monarchs invariably originates in a brutal seizure of power. His description of William of Normandy's accession is par-ticularly memorable: "A French bastard landing with an armed banditti and establishing himself king of England against the consent of the natives is in plain terms a very

paltry rascally original ..."
Paine saw hereditary succession as a burlesque upon monarchy. "It puts it in the most ridiculous light," he wrote, "by presenting it as an office which any child or idiot may fill. It requires some talents to be a common mechanic: but, to be a king, requires only the animal figure of man - a sort of breathing automaton." The concept of an hereditary monarch, he concluded, was as absurd as that of an hereditary

In Britain's case this absurdity has been magnified by the habit of importing monarchs from Holland and Germany. Edgar Wilson reminds us that the Hanover-Saxe-Coburg-Gothas chose the dynastic name

Windsor as recently as 1917 to deflect anti-German feeling at the height of the First World War. On hearing that his cousins had changed the family name, the Kaiser reportedly ordered a performance of the "Merry Wives of Saxe-Coburg-Gotha

Tom Paine was surely absolutely correct. There is no rational way of justifying the awe in which the present royal family is held. The Queen, being unelected can represent nobody but herself. In a democracy, there should be no subjects, only citizens.

Yet it is tempting to argue that none of this matters, given that real power now resides in a democratically elected parliament. This would be a grave mistake. In the first place, the Queen does have real powers. She can influence events through advice and force of personality. If the twoparty system were to break down, she might play a deci-sive role in determining who entered Downing Street.

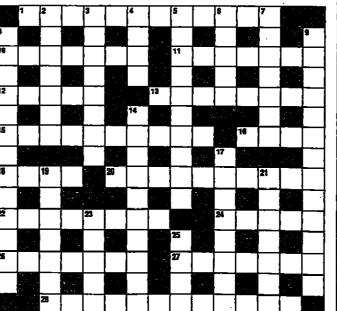
More important, the Queen stands at the apex of a divisive class system which still greatly impairs economic efficiency and social cohesion. Britain is not burdened just with a royal family. It also labours under the weight of dukes, marquesses, earls, barons and other medieval relics, many of whom still retain vast holdings of land and other assets. Archaic titles and other privileges are the hallmark of an immature society, of a people that cannot grow up and face the challenges of a merit-ocratic world. It is time the UK left the nursery.
Britain would be a healthier

and less hypocritical country if it took democratic principles seriously. No family should be treated like gods. There should be no titles. The head of state should be elected and serve a fixed term. He or she should also pay tax like any normal citizen. Let the Windsors compete for the post alongside the Browns and the Smiths of this

# **JOTTER PAD**

No.7,302 Set by PROTEUS

**CROSSWORD** 



**ACROSS** 

1 Fear of arrest? (12) 10 Feared being red and dead

perhaps (7) 11 Vehicle going right over player (7) 12 The tribe of office nigh-

twatchmen (5) 13 Separate summary (8) 15 Drug writer obtained from 16 Give up some office deliberately (4)

18 Head cook in unit at one time (4) 20 Where I tangled with a fast crew? (4,6) 22 He carries out deals with

24 Makes flat to suit girl Poles (5) 36 Bird or beast (7) 27 Make known one's opinion of French poet (7)

28 Extremely tall plants police find useful (12) DOWN 2 Go first or give up in advance? (7) 3 Rough drink for radical girl

(3.5) 4 Animal skin to keep out of sight (4) 5 Famous person backing weight over skill (10)

6 Unsuitable paint-roller (5) 7 Crazy person to put teachers' side of argument (7) 8 it affords entree to modern

embassy character (9.4)
9 Uncalled-for response in viva? (7,6) 14 Referring to part of brain indicating beer stored in

cellar (10) 17 The crime of receivers (8) 19 Crashed cars sad to come upon at dance (7)

21 Treat that is difficult to repeat (7)
23 Decline and rise of penurious Dutch leader (5)
25 Flower of party backing

The second secon

queen (4)
The solution to last Saturday's prize puzzle will be published with names of winners on Saturday August 11.

#### **FINANCIAL TIMES CONFERENCES** WORLD AEROSPACE AND AIR TRANSPORT TO THE YEAR 2000 AND BEYOND

Over the past several years the Financial Times has arranged major conference immediately prior to the biennial Farnborough International Air Show. This year the meeting is supported by the Society of British Aerospace Companies. The conference will focus on the massive growth in passenger and cargo traffic and assess the impact of this growth and the considerable demands it is imposing on all the existing facilities of commercial aviation.

Commercial aviation in a re-regulated Europe will be reviewed by Sir Colin Marshall and Bernard Attali with Jerzy Slowinski speaking on the changing role of Eastern Europe. A view from Asia on coping with the growth in commercial aviation will be given by Lim Chin Beng.

The challenges for the infrastructure and the prospects for unifying air traffic control in Western Europe will be examined by Sir Christopher Tugendhat, Karl-Heinz Neumeister, Wolfgang Philipp and Sir Norman Payne CBE.

A special feature of the conference will be a day devoted to an assessment of the revolutin taking place in aerospace including presentations by Johann Schäffler, Syd Gillibrand

POLLUTION MANAGEMENT 2 & 3 October - Birmingham

This Financial Times conference will look at the commercial opportunities arising from growing international interest in arresting and reversing present threats tot he environment. It will focus on the industries which have made a major commitment to pollution control rather than on fashionable global problems such as ozone depletion and the 'greenhouse effect'. It will demonstrate that technology still has much to offer pollution management.

Speakers include: David Heathcoat-Amory MP, Parliamentary Under-Secretary of State, Department of the Environment; Dr Wilfred Beckerman, Fellow, Balliof College, Oxford; Dr William Wilfred Beckerman, renow, bantor Conlege, Oxford: Dr William L Wilkinson CBE, FRS, Deputy Chief Executive, British Nuclear Fuels pic; Dr Hans Krämer, Chāirman of the Executive Board, Steag AG; Basil R R Butler, Managing Director, The British Petroleum Company pic and Dr John Bowman CBE, Chief Executive, National Rivers Authority.

CAPITAL MARKETS WORKSHOPS 17 -19 October; 21 - 23 November; 5 - 7 December - London

The Financial Times/Price Waterhouse Capital Markets The Financial Times/Price Waterhouse Capital Markets Workshops, now in their third successive year, continue to bridge a significant gap in management training. The programme provides intensive coverage, supported by case studies of capital markets activities, ranging from underlying concepts through the specific markets and instruments, to practical guidance on key aspects of management and control of the business including operations, risk management and performance measurement. Because of the participative nature of the Workshops, places are limited in order to allow maximum benefit from each session. Speakers are drawn from Price Waterhouse's Capital Markets Group and a panel from Price Waterhouse's Capital Markets Group and a panel of key individuals from organisations involved in capital markets activities including: Jonathan Britton of Swiss Bank Corporation London: Tony Cooper of Hambros Bank Limited; Bob Fuller of Charterhouse Bank Limited, Ariel Salama of Bankers Trust International Ltd; Richard Kilsby of Charterhouse Bank Limited; Richard Hines of Prudential Corporation pic.

All enquiries should be addressed to the: Financial Times Conference Organisation, 126 Jermyn Street, London SW1Y 4UJ.

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